NAPIER
CITY COUNCIL
Te Kaunihera o Ahuriri

Napier Civic Building
231 Hastings Street
t +64 6 835 7579
e info@napier.govt.nz
www.napier.govt.nz

EXTRAORDINARY MEETING OF COUNCIL

Open Attachments Under Separate Cover

Meeting Date:	Thursday 9 April 2020
Time:	10am
Venue:	via Zoom and livestreamed on Council's facebook page

TABLE OF CONTENTS


QUARTERLY REPORT
QUARTER 2, 2019/20
01 October 2019 to 31 December 2019
NAPIER
CITY COUNCIL

NAPIER CITY COUNCIL
Te Kaunihera o Ahuriri

215 Hastings Street, Napier 4110
Private Bag 6010, Napier 4142
Phone: 06 835 7579
Email: info@napier.govt.nz
Website: napier.govt.nz

Prepared in accordance with the requirements of the Local Government Act 2002

Contents

This report summarises the Council's progress in the second quarter of 2019/20 towards fulfilling the intentions in the Annual Plan. Quarterly performance is assessed against Income, Total Operating Expenditure, Capital Expenditure and Key Performance Measures.

Financial Performance Snapshot

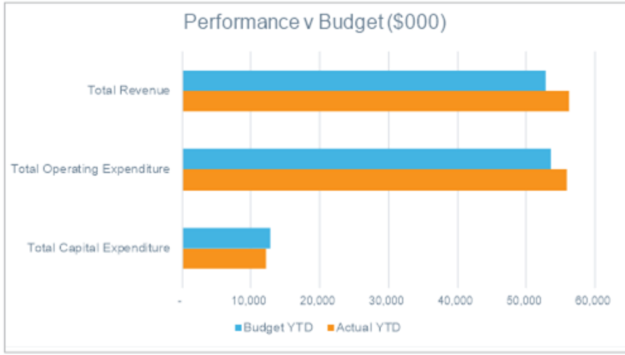
The year to date net operating surplus of $300k is $1m favourable to the budgeted deficit of $756k. This favourable variance is attributable to a combination of factors as outlined below:

Revenue:

- Financial and Development contribution revenue is $2m above budget year to date due to timing of revenue allocated ahead of schedule
- Subsidies and grants are lower than budgeted due to less NZTA subsidised works undertaken year to date
- Other revenue is $960k higher than budget due to higher than expected revenue from Kennedy Park, War Memorial Centre, property leases and transfer station

Expenditure:

- Employee benefit is $750k lower than budget due to vacancies across the organisation
- Depreciation is higher than budget. A revaluation of assets in 2018/19 resulted in an increase in asset value which has impacted depreciation in 19/20
- Other operating expenses are $2.3m higher than budget due to costs relating to the Aquarium business case, legal costs and timing of in house project invoicing.



Figures are shown in thousands ($,000)

All Council	Year to Date Sep 2019 Actual	Revised Budget	Variance *	% Variance	Year End Revised Budget	Annual Plan
Revenue						
Rates Revenue	30,487	30,194	294	1%	60,541	60,541
Finance Revenue	804	376	428	>100%	753	753
Financial and Development Contributions	3,633	1,641	1,992	>100%	3,349	3,349
Subsidies and Grants	2,672	2,834	(162)	(6)%	8,848	8,848
Other Revenue	18,597	17,635	962	5%	51,149	51,183
Other gains/losses	69	125	(56)	(45)%	1,196	1,196
	56,263	**52,805**	**3,458**		**125,835**	**125,869**
Expenditure						
Employee Benefit Expense	18,882	19,633	751	4%	39,081	39,013
Depreciation and Amortisation	13,222	12,469	(754)	(6)%	24,938	24,938
Finance Costs	-	-	-		-	-
Other Operating Expenses	23,858	21,583	(2,275)	(11)%	51,013	48,341
Share of associate surplus/deficit	-	(124)	(124)	(100)%	(248)	(248)
Offsetting Expenditure	-	-	-		0	0
	55,963	**53,561**	**(2,402)**		**114,783**	**112,044**
Net Operating (Surplus) / Shortfall	**(300)**	**756**	**1,056**	**13%**	**(11,052)**	**(13,825)**

* Variance Key
Favourable / Underspent
Unfavourable / Overspent

Service Performance Snapshot

Key Highlights

October

Election

The local body election saw an increased level of voter participation compared to the 2016 election and even the 2013 election, which was the last time we had a mayoral race. Napier is now above the national average for enrolments, particularly for younger voters. As of 30 September, 74% of 18-24 year olds and 82% of 25-29 year olds in Napier had enrolled. This compares with the national average of 61% and 72% respectively. An extensive communications programme was implemented across the region - which targeted groups who are often under-represented - about how elections work and what's in it for them to be part of the process.

Awards

The Community Strategies team made our draft Disability Strategy available in Easy Read. Easy Read is way of presenting information to make it easier for people with learning disabilities to understand. As a result we won the People First's annual 'Make it Easy Award'. People First provides advice and services for people with learning disabilities. The award is given out to an organisation or person who has shown a great commitment to making their information available in Easy Read. We've been told that NCC is a role model for other Councils and that we are the first NZ council to make a disability strategy available in Easy Read.

The Marine Parade was recognised at a national level with an 'Award of Excellence' at the Resene New Zealand Institute of Landscape Architecture Awards. The well-deserved award was presented to planning and design consultancy Boffa Miskell, who designed the Marine Parade and entered the project in the Awards. The judges noted that "this well-crafted entry exemplifies excellence in integrated design, bringing together people and place."

The MTG exhibition George Nuku: Bottled Ocean 2118 won the spatial design award in the 2019 Designers Institute of New Zealand Best Awards.

November

New Recycling Service

Around 25,000 black recycling crates were delivered to Napier residents in October. The new weekly collection service began on 1 November and means more opportunities to divert waste from the Omarunui landfill.

Award

In November our Web Services Team won the "Best Collaboration Project" Award (with other HB Councils) at ALGIM's Annual Conference.

December

Project Shapeshifter

The detailed business case for Project Shapeshifter was submitted to the Ministry of Business, Innovation and Employment. The business case and high level design concepts were publicly released shortly afterwards, with wide reaching media coverage achieved.

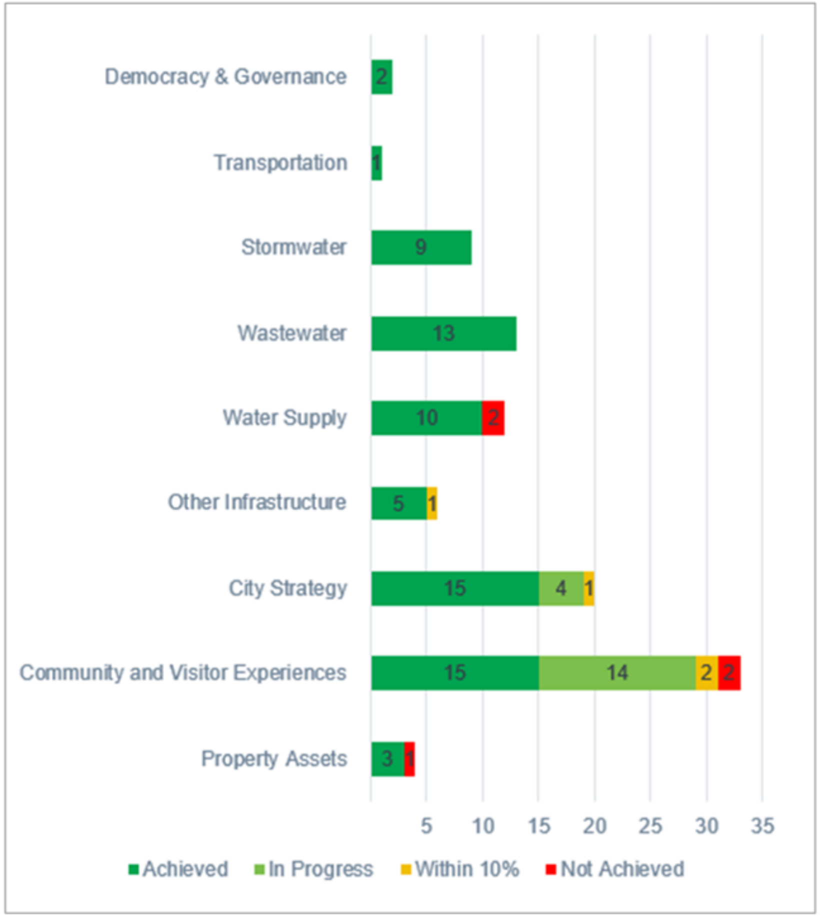
Stormwater Bylaw

During public consultation during late 2019, Council adopted the draft Stormwater bylaw. Public and councillor feedback and recommendations from consultants who helped with the process was considered and incorporated into the final bylaw document, which came into effect in February. The 2020 Stormwater Bylaw aims to better protect the city's urban waterways, stormwater reticulation, Te Whanganui-a-Orotū (Ahuriri estuary) and the general coastal environment.

Service Performance Snapshot continues

Key Performance Measures

This quarter, 91% of key performance indicators (91 of 100) measured on a monthly or quarterly basis were achieved, or are in progress and on target to be achieved by year end. Any measures which were not achieved are explained in the activity sections of this report, along with the full list of performance measures and results.



Treasury Management Summary

Investments Report

Investment Types Held at Quarter-End

				Amount ($,000)
Call Deposits				0
Term Deposits	S&P Credit Rating	Average 12 Month Int. Rate		
Westpac	AA-	2.51%	13,000,000	
ANZ	AA-	1.98%	6,000,000	
ASB	AA-	2.72%	9,000,000	
BNZ	AA-	2.83%	20,000,000	
Kiwibank	A	2.48%	9,000,000	
				57,000,000
Total Investments as at 31 December 2019				$57,000,000

Maturity Profile of Investments

Term	Percentage	Lower Limit	Upper Limit	Within Limits
0 - 6 months*	94.7%	30%	80%	No
6 - 12 months*	5.3%	20%	70%	No
1 - 3 years	0.0%	0%	50%	Yes
3 - 5 years	0.0%	0%	20%	Yes

*Term deposits in the final quarter were structured for cashflows anticipated to occur prior to Christmas. When those cashflow assumptions moved further out, term deposit maturities in turn began moving further out. It is anticipated that the maturity profile will fall within prescribed maturity limits within the first quarter of 2020.

The current yield curve inversion, starting at around the six months term, disincentivises longer term investments.

Range of Interest Rates Negotiated During the Quarter

	Rate	Date
Call Deposits (lowest)	N/A	All
Call Deposits (highest)	N/A	All
Term Deposits (lowest)	1.44%	18/10/2019
Term Deposits (highest)	2.81%	20/12/2019

Weighted Average Interest Rate for All Currently Held Investments

	Amount ($,000)	Average Rate
Call Deposits	0	0.00%
Term Deposits	57,000	2.57%
	$57,000	

Weighted Average Interest Rate as at 30 September 2019	2.57%
Benchmark Average Interest Rate as at 30 September 2019	1.37%

(Benchmark = average 6-month 'BKBM' mid-rate of today and 6 months ago)

External Loans Report

Loans Raised During Quarter

	Amount	Interest Rate
Local Authority Stock - Floating	Nil	N/A
Local Authority Stock - Fixed	Nil	N/A
	$0	N/A

Average interest rate of loans raised year-to-date	N/A
Total external loans raised year-to-date	Nil
Balance of external loans likely to be raised in the current year	Nil

Cumulative Quarterly Graphs

Figures shown in thousands ($,000)

Actual Budget Prior Year

Total Revenue

Total Expenditure

Cumulative Quarterly Graphs

Figures shown in thousands ($,000)

Actual Budget Prior Year

Capital Expenditure

Total Expenditure

Figures are shown in thousands ($,000)

Net Operating Expenditure	Year to Date Dec 2019 Actual	Revised Budget	Variance	% Variance	Year End Revised Budget	Annual Plan
Democracy and Governance	1,941	1,941	(0)	(0)%	3,883	3,621
Transportation	3,299	3,544	245	7%	5,001	5,460
Stormwater	1,581	2,150	570	26%	3,717	3,849
Wastewater	(142)	(103)	39	38%	(672)	(657)
Water Supply	103	205	102	50%	(37)	(558)
Other Infrastructure	1,524	1,733		12%	2,190	1,433
City Strategy	2,455	2,130	(325)	(15)%	5,053	3,879
Community and Visitor Experiences	13,175	12,598	(577)	(5)%	23,939	7,093
Property Assets	45	53	7	14%	(7,558)	(6,598)
Rates and Special Funds	(23,069)	(22,550)	519	2%	(45,294)	(46,316)
Support Units	(1,212)	45)	267	28%	(1,275)	(1,226)
Net Operating Expenditure	**(300)**	**756**	**1,056**	**>100%**	**(11,052)**	**(30,019)**

* Variance Key
Favourable / Underspent
Unfavourable / Overspent

Figures are shown in thousands ($,000)

Capital	Year to Date Dec 2019 Actual	Revised Budget	Variance	% Variance	Year End Revised Budget	Annual Plan
Transportation	2,587	2,460	(127)	(5)%	10,497	11,234
Stormwater	215	369	154	42%	2,076	3,365
Wastewater	700	589	(111)	(19)%	3,577	3,317
Water Supply	986	957	(29)	(3)%	9,501	4,769
Other Infrastructure	1,163	1,220	57	5%	3,562	2,443
City Strategy	1,476	1,549	73	5%	2,340	2,325
Community and Visitor Experiences	4,071	4,682	611	13%	28,208	46,478
Property Assets	92	113	21	19%	2,830	9,489
Support Units	959	817	(143)	(17)%	2,756	2,049
Total Capital Expenditure	**12,250**	**12,757**	**507**	**4%**	**65,347**	**85,470**
Asset Sales	**(128)**	-	**128**		-	-

Summary Net Operating Expenditure of Activity Groups

Activity Group Detail

This section provides further detail on the key performance measures and the financial peformance of each of the activities within Council.

The Council activities contribute to the Community Outcomes, as stated in the 2018-28 Long Term Plan. Council considers that meeting its service level targets constitutes a major role as a contributor to the progress of the Community Outcomes.

The Community Outcomes for Napier City are:

1. A vibrant innovative city for everyone
2. Excellence in infrastructure and public services for now and in the future
3. A sustainable city
4. Council works with and for the community
5. A safe and healthy city that supports community well-being

Democracy & Governance

Council's Democracy and Governance Activity provides a democratic and consultative system for governance and decision-making. The activity encompasses the management of:

- The Council meeting and decision making process
- Local elections
- Responses to official information requests

Napier City Council elections are held triennially and following the 2018 representation review determination, the Council is now comprised as follows for the October 2019 election:

- A Mayor elected by the city as a whole and 12 Councillors elected by ward
- Ahuriri Ward - 2 Councillors
- Onekawa-Tamatea Ward - 2 Councillors
- Nelson Park Ward - 4 Councillors
- Taradale Ward - 4 Councillors
- The Council has no Māori Wards or Community Boards.

Council's governance function is delivered through a structure of Standing Committees, Joint Committees, Specialist and Sub-Committees and Council Controlled Organisations (CCO). Following the October 2019 election the governance structure for the 2019-2022 triennium must be established by the Mayor and adopted by Council.

The Local Governance Statement provides information on the governance structure and the processes through which Napier City Council engages with the residents of Napier, how the Council makes decisions, and how citizens can participate. This is a public document, and the 2016-2019 Local Governance Statement is available online. Once the 2019-2022 Triennium arrangements have been put in place, and the updated document has been adopted (required within six months of the election) the information will be made available via Council's website.

The overall aims are:

- To ensure the City is developed in a sustainable manner
- To promote economic growth
- To promote tourism
- To foster a safe environment
- To be a guardian of the City's assets and infrastructure
- To engender pride in Napier

A fundamental role of Council is to represent the community, to receive and understand their views, make good decisions for the benefit of the community, and if appropriate explain Council reasoning behind a particular decision or policy, to those who might be interested.

Democracy and Governance stakeholders are all residents of Napier City and the wider region. Consultation with stakeholders is carried out in accordance with the Significance and Engagement Policy.

Council's Māori Consultative Committee provides Māori perspective across all Council business, through the review of Council and Standing Committee's open agendas. The Committee makes recommendations to the Council on these items or any other matters relevant to Council, as it considers necessary.

Democracy & Governance Performance Summary

Level of Service	Performance Measures	First Quarter	Second Quarter	Target 2019/20	Actual 2018/19	Indicator	Performance Measure Comment
Council holds regular Council and Council Committee meetings that are accessible and notified to the local community	Percentage of council meetings for which meeting agenda is made publicly available seven calendar days (internally set) before the meeting date	100%	100%	100%	98%	◆	Note for the second quarter onwards, the internal setting for agenda publication is now seven days in advance of a meeting, except for Tenders Hearings and the Maori Committee. There were two instances in the second quarter where the legislative rather than the internal setting was met; however as these were at the request of the mayor who requested the internal setting no drop in performance has taken place.
Council will comply with legislative requirements	Annual Reports and Long Term Plans receive 'unmodified' audit opinion	Achieved	Achieved	100%	100%	◆	
Council will provide governance that is effective and transparent	Percentage of residents satisfied with the 'Sufficiency of Public Information' in the NRB Public Opinion Survey	End of Year Measure	End of Year Measure	75%	56%	N/A	
Council will respond to information requests in a timely manner	Percentage of LGOIMA requests responded to within statutory time frames	100%	98%	100%	99%	◆	There was one late request in October 2019; it was forwarded to Governance late from its original recipient within a business unit, and with only four days left in the legislated cycle to respond. The request was formally acknowledged and responded to jointly, and was one day late. There was a follow up request which was then responded to in two working days.

Performance Indicators - ◆ - Achieved ◆ - In progress and on target ◆ - Within 10% ◆ - Not achieved, greater than 10%

Democracy & Governance

Figures are shown in thousands ($,000)	Year to Date Dec 2019				Year End			
Net Operating Expenditure	**Actual**	**Revised Budget**	**Variance**	**% Variance**	**Revised Budget**	**Annual Plan**	**Notes**	**Comments**
Revenue	-	-	-		-	-		
Expenditure	1,941	1,941	(0)	(0)%	3,883	3,883		
Depreciation	-	-	-		-	-		
Net Operating Expenditure	**1,941**	**1,941**	**(0)**	**(0)%**	**3,883**	**3,883**		

Transportation

We own, maintain and develop the local transportation network. The city's road network provides accessibility to Napier residents and visitors within a safe, clean and aesthetic environment. The activities within this group include the installation and maintenance of the physical components; roads, footpaths, traffic and pedestrian bridges and structures, street lighting, drainage, traffic services and safety (e.g. street furniture, traffic lights, signage), as well as the planning, management and amenity and safety maintenance to ensure the system is clean, safe and able to cope with future needs.

Transportation corridors are a key element of the local environment, supporting the community and economy. It is essential that transportation continues to be delivered to an appropriate standard to achieve national, regional and NCC's strategic objectives and desired outcomes.

We provide the following to the City of Napier:

- 301km of urban roads and footpaths
- 56km of rural roads
- 45km of cycle paths
- 480km of kerb and channel
- 8,616 street lights
- 3,400 amenity lights
- 8 vehicle bridges
- 10 pedestrian bridges
- 61 culverts larger than 900mm in diameter
- 5,441 sumps and manholes
- 1,369 culverts less than 900mm in diameter
- 15,822m of traffic islands
- 9,555m safety barriers and railings
- 5,902 street trees
- 6,885 street signs
- 24 bus shelters

Transportation Performance Summary

Level of Service	Performance Measures	First Quarter	Second Quarter	Target 2019/20	Actual 2018/19	Indicator	Performance Measure Comment
Provide roads well maintained with adequate lighting and cleaning programmes to meet resident expectations	Percentage residents satisfied (very satisfied and fairly satisfied) with "roads" in the NRB Public Opinion Survey	End of Year Measure	End of Year Measure	90%	71%	N/A	
Provide well maintained footpaths and cycleways to meet resident expectations	Percentage residents being satisfied (very satisfied or fairly satisfied) with "footpaths" in the NRB public opinion survey	End of Year Measure	End of Year Measure	84%	70%	N/A	
Design and construct safety improvements to minimize the number of injury crashes (Mandatory measure 1)	The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number.	End of Year Measure	End of Year Measure	-1	+13	N/A	
Provide roads well maintained (Mandatory measure 2)	The average quality of ride on a sealed local road network, measured by smooth travel exposure.	End of Year Measure	End of Year Measure	>85%	92%	N/A	
Provide adequate renewal of road surfacing (Mandatory measure 3)	The percentage of the sealed local road network that is resurfaced annually	End of Year Measure	End of Year Measure	7.1%	2.90%	N/A	
Provide well maintained footpaths and cycleways (Mandatory measure 4)	Percentage of footpaths and cycleways rated 4 or 5 (rating 1 best to 5 worst) based on independent survey	End of Year Measure	End of Year Measure	≤1%	1.20%	N/A	
The percentage of customer service requests relating to roads and footpaths to which the territorial authority responds within the timeframe specified in the Ten Year Plan. (Mandatory measure 5)	Percentage responded to within 5 working days	99%	100%	90%	92%	◆	

Performance Indicators - ◆ - Achieved ◆ - In progress and on target ◆ - Within 10% ◆ - Not achieved, greater than 10%

Transportation Financial Summary

Figures are shown in thousands ($,000)	Year to Date Dec 2019				Year End			
Net Operating Expenditure	**Actual**	**Revised Budget**	**Variance**	**% Variance**	**Revised Budget**	**Annual Plan**	**Notes**	**Comments**
Revenue	(4,652)	(3,773)	879	23%	(8,874)	(8,874)	[1]	Development Contributions have exceeeded forecast.
Expenditure	4,379	4,166	(213)	(5)%	7,573	7,573		
Depreciation	3,572	3,151	(421)	(13)%	6,302	6,302	[2]	Revaluation of assets in 2018/19 has impacted on depreciation for 2019/20.
Net Operating Expenditure	**3,299**	**3,544**	**245**	**7%**	**5,001**	**5,001**		

Transportation Financial Summary continues

Figures are shown in thousands ($,000)

Capital	Year to Date Dec 2019 Actual	Revised Budget	Variance	% Variance	Year End Revised Budget	Annual Plan	Notes	Comments
Roading Renewals	1,159	1,035	(124)	(12)%	2,078	2,078	[1]	LED streetlight installation ahead of programme.
N/S Roading Renewals	334	439	105	24%	1,105	1,105	[2]	Steps and ramps renewals works delayed by land issues.
Gifted/Vested Assets	-	-	-		1,175	1,175		
Bulk Funded Non-Subsidised	5	-	(5)	(100)%	-	-		
West Quay One Way	-	-	-		45	45		
CBD Development	25	35	10	29%	500	1,100		
Ahuriri Masterplan - Associated improvements	16	60	44	73%	100	100	[3]	Reactive works and variance due to project timing.
Ground stabilisation and retaining wall	8	25	17	68%	300	300		
Major Intersection Improvement Projects	86	30	(56)	(100)%	935	-	[4]	Budget carried forward: budget phasing does not reflect project plan.
Intersection Improvement Projects	28	87	59	68%	250	250	[5]	Complex target intersections requiring additional assessment and design.
Intersection Saftey Improvement Projects	493	260	(233)	(90)%	630	630	[6]	Physical works payments for projects previously deferred and undertaken in the first half of the financial year and is expected to be within budget for year end.
KiwiRail - Level Crossing	-	-	-		90	90		
Local Area Traffic Management Projects	217	105	(112)	(100)%	200	200	[7]	Some payments for physical works from previous FY. $50k incorrectly coded.
Marine Parade Safety Improvements	8	30	22	73%	200	200		
New Cycle and Walking Tracks	177	240	63	26%	1,050	1,050	[8]	Progress has been delayed over uncertainty of possible costs associated with previous year's contractual dispute.
Public transport infrastructure	1	15	14	93%	50	50		
Puketitiri Road Upgrade	6	12	6	50%	270	270		
School Zone Safety work	4	15	11	73%	300	300		
Severn St roundabout	17	45	28	62%	750	750		
Urban Corridor Improvement Projects	3	28	25	91%	470	370		
Te Awa Avenue	-	-	-		0	-		
Total Capital Expenditure	**2,587**	**2,460**	**(126)**	**(5)%**	**10,497**	**10,062**		
Asset Sales	-	-	-		-	-		

Stormwater

The Napier City Council in collaboration with Bay of Plenty Regional Council operates a stormwater collection and disposal system that include both piped and open waterway components within the city to provide stormwater services to the public.

Council has a statutory responsibility to ensure stormwater is managed through ownership and management of its own stormwater drainage network. The Council is a viable provider of this 'public good' service for the well-being of the community. Stormwater is a mandatory group of activities and must be included in the 30-year Infrastructure Strategy as an infrastructure asset.

Council provides and maintains a stormwater disposal system for Napier with the aim to minimise the effects of flooding. The system, serving approximately 97% of the city's population, consists of open drains, stormwater mains, and pump stations with about 75% of Napier reliant on pumped systems for stormwater drainage.

We provide:

- 239km stormwater mains
- 122km open drains (44.4km of major drains and 75.6km of minor drains)
- 10 pump stations
- 3 detention dams
- 5,297 manholes

Stormwater Performance Summary

Level of Service	Performance Measures	First Quarter	Second Quarter	Target 2019/20	Actual 2018/19	Indicator	Performance Measure Comment
The Stormwater network adequately protects the health and safety of Napier residents and protects property by providing protection against flooding	Number of flooding events that occur per year (Mandatory measure 1)	Nil	Nil	≤1	Nil	◆	
	For each flooding event, the number of habitable floors affected per 1,000 properties (Mandatory measure 2)	N/A	Nil	≤1	N/A	◆	
	Median response time to attending a flood event (notification to personnel being on site) (Mandatory measure 3)	N/A	N/A	≤2 Hrs	N/A	◆	
Stormwater is collected and disposed of in a manner that protects public and environmental health	Compliance with resource consents for discharge from the stormwater system as measured by the number of: (Mandatory measure 4)						
	a) Abatement notices	Nil	Nil	Nil	Nil	◆	
	b) Infringement notices	Nil	Nil	Nil	Nil	◆	
	c) Enforcement orders	Nil	Nil	Nil	Nil	◆	
	d) Convictions received in relation to stormwater resource consents	Nil	Nil	Nil	Nil	◆	
Residents are satisfied with Council's Stormwater service	Number of complaints received about performance of stormwater system (per 1,000 properties connected) (Mandatory measure 5)	0.53	0.97	≤5	4.96	◆	
	Percentage of residents satisfied with Stormwater in the NRB Public Opinion Survey	End of Year Measure	End of Year Measure	89%	61%	N/A	

Performance Indicators - ◆ - Achieved ◆ - In progress and on target ◆ - Within 10% ◆ - Not achieved, greater than 10%

Stormwater Financial Summary

Figures are shown in thousands ($,000)	Year to Date Dec 2019				Year End			
Net Operating Expenditure	**Actual**	**Revised Budget**	**Variance**	**% Variance**	**Revised Budget**	**Annual Plan**	**Notes**	**Comments**
Revenue	(936)	(291)	645	>100%	(1,030)	(1,030)	[1]	Contributions taken in order to advance the construction of core infrastructure required to service the Summerset Village development at Te Awa.
Expenditure	1,208	1,155	(53)	(5)%	2,175	2,175		
Depreciation	1,309	1,286	(23)	(2)%	2,572	2,572		
Net Operating Expenditure	**1,581**	**2,150**	**570**	**26%**	**3,717**	**3,717**		

Figures are shown in thousands ($,000)	Year to Date Dec 2019				Year End			
Capital	**Actual**	**Revised Budget**	**Variance**	**% Variance**	**Revised Budget**	**Annual Plan**	**Notes**	**Comments**
Upgrading Stormwater Catchments	58	50	(8)	(16)%	119	-		
Pump station minor replacements (mechanical)	-	5	5	100%	20	20		
SCADA minor replacements	-	10	10	100%	25	25		
Stormwater pump station electrical replacements	-	10	10	100%	40	20		
Thames/Tynes pipe and drain upgrades	39	50	11	22%	50	700		
Gifted Vested Assets	-	-	-		448	448		
Bay View Pump Station	-	-	-		-	200		
Extend Outfalls Marine Parade	-	-	-		0	-		
Drain Improvements	-	10	10	100%	30	30		
Ahuriri Master Plan stormwater study	26	-	(26)	(100)%	100	100		
AhuririMaster Plan Project 11 - Pandora catchment improvemen	-	20	20	100%	200	200		
Ahuriri Master Plan Project 3 - improve direct outfalls	-	10	10	100%	200	200		
CBD Stormwater Upgrade	-	-	-		100	100		
Construction of a hydraulic model and upgrades	74	136	61	45%	152	100	[1]	Construction of the model is slightlyt delayed. Full project will be completed by the end of the year.
SCADA upgrade project	9	18	9	50%	292	200		
Taradale Stormwater Diversion	7	50	43	86%	200	200	[2]	Investigations underway. It is unlikely that full budget will be utilised this year due to delays in implementing project.
Tennyson St outfall improvements	-	-	-		100	150		
Upgrading Dalton St pump station	-	-	-		0	-		
Total Capital Expenditure	**214**	**369**	**155**	**42%**	**2,076**	**2,693**		
Asset Sales	-	-	-		-	-		
Asset Sales								

Wastewater

Council provides and maintains a safe, effective and efficient domestic sewage collection, treatment and disposal system to help maintain community health. In addition, we provide for a separate industrial sewage collection and disposal system for selected trade waste customers.

Council provides:

- 51 pump stations
- 388km wastewater mains
- Biological Trickling Filter plant (Awatoto)
- Milliscreen plant (Awatoto)
- 1,500m long marine outfall pipe
- 93% of Napier's population serviced by reticulation system

Under the Local Government Act 2002, the Resource Management Act 1991 and the Building Act 2004, we are obliged to provide a sewerage service, which collects, transports and disposes of household wastewater. Council aims to protect human health and the environment and by being best placed, they can provide this 'public good' service. Wastewater is a mandatory group of activities and must be included in the 30-year Infrastructure Strategy as an infrastructure asset.

Wastewater Performance Summary

Level of Service	Performance Measures	First Quarter	Second Quarter	Target 2019/20	Actual 2018/19	Indicator	Performance Measure Comment
The collection, reticulation and disposal of household wastewater in a manner that protects the environment and public health	System Adequacy - Dry weather overflows (per 1,000 connections) (Mandatory measure 1)	Nil	0.04	≤0.1	0.08	◆	
	Discharge compliance - Compliance with resource consents: (Mandatory measure 2)						
	a) Abatement Notices	Nil	Nil	Zero	Nil	◆	
	b) Infringement Notices	Nil	Nil	Zero	Nil	◆	
	c) Enforcement Orders	Nil	Nil	Zero	Nil	◆	
	d) Convictions	Nil	Nil	Zero	Nil	◆	
	Fault response time - Median response times to sewerage overflows: (Mandatory measure 3)						
	a) Attendance time from notification to staff on site	1	1	≤2 hours	0.98 hours	◆	
	b) Resolution time from receipt of notification to resolution	2	2	≤8 hours	2.1 hour	◆	
Customer Satisfaction	Customer satisfaction with Napier's sewerage system. (Mandatory measure 4)						
	a) sewage odour	0.16	0.28		0.63	◆	
	b) sewerage system faults		0.04		0.59	◆	
	c) sewerage system blockages	2.56	2.32		10.79	◆	
	d) response to issues	Nil	0.00		0	◆	
	Total number of complaints per 1,000 connections	2.91	2.72	≤36	12.75	◆	

Performance Indicators - ◆ - Achieved ◆ - In progress and on target ◆ - Within 10% ◆ - Not achieved, greater than 10%

Wastewater Financial Summary

Figures are shown in thousands ($,000)	Year to Date Dec 2019				Year End			
Net Operating Expenditure	**Actual**	**Revised Budget**	**Variance**	**% Variance**	**Revised Budget**	**Annual Plan**	**Notes**	**Comments**
Revenue	(4,628)	(4,537)	90	2%	(9,476)	(9,476)		
Expenditure	2,181	2,248	67	3%	4,431	4,431		
Depreciation	2,304	2,186	(118)	(5)%	4,373	4,373		
Net Operating Expenditure	**(142)**	**(103)**	**39**	**38%**	**(672)**	**(672)**		

Figures are shown in thousands ($,000)	Year to Date Dec 2019				Year End			
Capital	**Actual**	**Revised Budget**	**Variance**	**% Variance**	**Revised Budget**	**Annual Plan**	**Notes**	**Comments**
Sewer Pipe Renewal	50	64	14	22%	150	150		
Milliscreen Renewal	338	301	(37)	(12)%	944	95	[1]	Work has been completed ahead of schedule.
Sewer Pump Station Renewal	150	145	(5)	(3)%	349	200		
Treatment Plant Renewal	1	10	9	90%	100	200		
Pandora Industrial Main	21	17	(3)	(17)%	446	250		
Gifted/Vested Assets	-	-	-		401	401		
Construction of a hydraulic model and subsequent upgrades	113	12	(102)	(100)%	12	-	[2]	Misposting of project cost. This will be corrected in February 2020
Flow metering	-	-	-		150	150		
Installation of Generator Connections	-	-	-		100	400		
Harold Holt wastewater upgrades	-	-	-		100	100		
Installation of Generator Connections	4	5	1		200	200		
Pandora Industrial Main	22	35	13	37%	450	1,000		
Taradale Wastewater Diversion	-	-	-		176	500		
Total Capital Expenditure	**700**	**589**	**(110)**	**(19)%**	**3,577**	**3,646**		
Asset Sales	-	-	-		-	-		

Water Supply

Council provides a water supply system for the supply of safe potable water as well as for firefighting purposes. Water drawn from the Heretaunga Plains aquifer and treated via chlorination prior to being distributed through the network of reservoirs and pipelines. Water is reticulated to the Napier urban area and to Bay View. Council has a programme in place to manage the usage of water, a precious natural resource, to minimise wastage and shortages.

We provide the following to the city of Napier:

- 7 ground water and 8 booster pump stations
- 11 service reservoirs situated on 8 sites
- 482km of water mains (47km of critical mains and 435km of distribution mains)
- 93% of Napier's population is serviced by reticulation system

Under the Local Government Act 2002, Council has an obligation to continue to provide water supply services to those communities already serviced within our territorial boundaries. Under the Health (Drinking Water) Amendment Act 2007, Council must protect public health by maintaining the quality of drinking-water provided to communities. Water supply is a mandatory group of activities and must be included in the 30 year Infrastructure Strategy as an infrastructure asset. We are best placed to deliver this 'public good'.

The ongoing renewal, monitoring and maintenance of the Water Supply network are essential to ensure the Napier public's health and safety.

Water Supply Performance Summary

Level of Service	Performance Measures	First Quarter	Second Quarter	Target 2019/20	Actual 2018/19	Indicator	Performance Measure Comment
Safeguard Public Health	Compliance with Part 4 criteria of the Drinking Water Standards (bacteria compliance criteria) (Mandatory measure 1)	Achieved	Achieved	Achieved	Achieved	◆	
	Compliance with Part 5 criteria of the Drinking Water Standards (protozoa compliance criteria) (Mandatory measure 1)	Achieved	Achieved	Achieved	Achieved	◆	
Management of Environmental Impacts	The percentage of real water losses from Council's networked reticulation system as determined through an annual water balance (Mandatory measure 2)	End of Year Measure	End of Year Measure	≤19.8%	19.80%	N/A	
	Average annual consumption of drinking water per day per resident (Mandatory measure 5)	End of Year Measure	End of Year Measure	<470L	496L	N/A	
	Median response times from time notification received (Mandatory measure 3):						
	a) attendance time for urgent call outs	0.25	11 minutes	≤90 minutes	32 minutes	◆	
	b) resolution time for urgent call outs	1.30	68 minutes	≤6 hours	1.52 hours	◆	
	c) attendance for non urgent call outs	0.87	40 minutes	≤8 hours	1.72 hours	◆	
	d) resolution time of non urgent call outs	1.81	90 minutes	≤72 hours	3.18 hours	◆	
Customer Satisfaction	Number of complaints relating to: (Mandatory measure 4)						
	a) drinking water clarity	18.98	27.34		40.89	◆	Not achieved due to high number of water clarity issues. Maintenance and capital work programme underway to address the issue.
	b) drinking water taste	0.04	0.00		0.19	◆	
	c) drinking water odour	0.04	0.08		0.39	◆	
	d) drinking water pressure or flow	0.27	0.35		0.73	◆	
	e) continuity of supply	Nil	Nil		0	◆	
	Total number of complaints per 1,000 connections	31.99	48.97	≤2	104.21	◆	Not achieved due to high number of water clarity issues. Maintenance and capital work programme underway to address the issue.
	Percentage of residents satisfied with Water Supply in the NRB Public Opinion Survey.	End of Year Measure	End of Year Measure	89%	20%	N/A	

Performance Indicators - ◆ - Achieved ◆ - In progress and on target ◆ - Within 10% ◆ - Not achieved, greater than 10%

Water Supply Financial Summary

Figures are shown in thousands ($,000)	Year to Date Dec 2019				Year End			
Net Operating Expenditure	**Actual**	**Revised Budget**	**Variance**	**% Variance**	**Revised Budget**	**Annual Plan**	**Notes**	**Comments**
Revenue	(3,370)	(3,305)	65	2%	(6,985)	(6,985)		
Expenditure	2,528	2,464	(64)	(3)%	4,857	4,857		
Depreciation	945	1,046	101	10%	2,091	2,091		
Net Operating Expenditure	103	205	102	50%	(37)	(37)		

Figures are shown in thousands ($,000)	Year to Date Dec 2019				Year End			
Capital	**Actual**	**Revised Budget**	**Variance**	**% Variance**	**Revised Budget**	**Annual Plan**	**Notes**	**Comments**
IAR Pipes	100	8	(92)	(100)%	365	255	[1]	Works completed ahead of schedule
IAR Pump Stations	55	35	(19)	(54)%	63	-		
IAR Water Meters	-	2	2	100%	5	5		
New Taradale Bore Field	159	109	(50)	(46)%	802	1,500	[2]	Investigations for the bore field site ahead of schedule. Physical works will commence in the next financial year following obtaining a resource consent.
Replacement of Enfield reservoir	77	63	(14)	(22)%	5,039	5,000		
Thompson Reservoir Upgrade	34	-	(34)	(100)%	116	-	[3]	Works completed ahead of schedule
Water Control System minor works	6	2	(4)	(100)%	5	5		
Gifted/Vested Assets	-	-	-		221	221		
Upgrade Water Supply Ctrl Syst	3	3	-		194	-		
New Reservoir Taradale	56	-	(56)	(100)%	171	-	[4]	Works completed ahead of schedule
De-Chlorinated Station	58	60	2	3%	235	-		
Awatoto Trunk Main	(14)	-	14	100%	-	-		
Dedicated water takes from hydrants	31	21	(10)	(47)%	84	-		
District Modelling Projects	6	5	-		23	-		
District Monitoring Project	98	183	85	46%	654	500	[5]	Investigations underway. It is unlikely that full budget will be utilised this year due to delays in implementing project.
Improve Bores	160	163	3	2%	236	-		
New bores in Awatoto	75	50	(25)	(50)%	50	50		
New Reservoir Westen Hills	-	-	-		50	500		
New Water Treatment Plant	43	80	37	46%	265	1,500	[6]	Initial work has started and planned work is anticipated to be completed by year end
Optimise Church Rd booster pump station	-	-	-		0	-		

Water Supply Financial Summary continues

Figures are shown in thousands ($,000)	Year to Date Dec 2019				Year End			
Capital	**Actual**	**Revised Budget**	**Variance**	**% Variance**	**Revised Budget**	**Annual Plan**	**Notes**	**Comments**
Reservoir inlets and outlets improvements	8	125	117	93%	821	800	[7]	Investigations underway. It is unlikely that full budget will be utilised this year due to delays in implementing project as result of other urgent works
Awatoto Trunk main extentison	-	-	-		-	500		
Network access points	21	47	26	55%	100	100		
K-Mart Connection	9	-	(9)	(100)%	-	-		
Total Capital Expenditure	**986**	**957**	**(27)**	**(3)%**	**9,501**	**10,936**		
Asset Sales	-	-	-		-	-		

Other Infrastructure

Activities in Other Infrastructure are:

- Waste Minimisation
- Cemeteries
- Public Toilets

Waste Minimisation

Council provides a domestic refuse collection service for both residential and commercial properties within Napier as follows:

- Residential Properties – once per week
- Commercial (Suburban Shops) – twice per week
- Commercial (Central Business District) – three times per week

Litter bins and drums are located throughout the city and serviced on a daily basis. Our Refuse Transfer Station at Redclyffe accepts most domestic, garden and building waste, and recyclables.

Council provides a kerbside recycling service for residential properties on a fortnightly schedule.

Currently Napier disposes of approximately 17,000 tonnes of refuse annually to the Omaranui landfill from the domestic collection, litter collection and the Transfer Station. The Omarunui Landfill is the final disposal point for waste generated by the combined populations of Hastings District and Napier City. The Hastings District and Napier City Councils jointly own the facility, (63.68% and 36.32% ownership respectively) and Hastings District Council manages the day-to-day operations.

The Waste Minimisation Act 2008 requires councils to adopt a Waste Management and Minimisation plan (WMMP), which must be reviewed every six years. A WMMP is council's waste management and minimisation planning document. The legislation enables councils to use various tools to influence, promote and implement measures to manage and minimise waste.

The Local Government Act 2002 requires Council to provide 'effective and efficient' waste management services. The Waste Minimisation Act 2008 requires us to reduce the environmental impact of waste in New Zealand by encouraging waste reduction. The continued provision of this service is essential to the health of Napier's community and maintaining high environmental standards. Council delivers this 'public good' service.

The main goals for Waste Minimisation are:

- To provide effective and efficient systems for the collection and disposal of refuse and collection of recyclable materials.
- To minimise the quantity and toxicity of waste being generated and disposed of in order to minimise adverse environmental, cultural, social and economic effects of refuse disposal

Over the 10-year life of the LTP, we will continue to deliver waste minimisation services.

The provision of additional litterbins in tourist areas and the increasing recreational facilities are driving an increased level of service in this activity. We are also facing a number of long-term issues to address, such as the reducing capacity of the Omarunui Landfill and challenging recycling commodities markets.

The landfill currently in use will be full by 2025 based on estimations. Together with the joint owner, the Hastings District Council, the Waste Futures study project investigated alternative waste disposal technologies. The result from this study is a decision to develop the landfill further, whilst focussing on diversion of recyclables and organic material. In summary, the alternative waste disposal technologies can have very high diversion rates but come at a higher cost and level of risk.

Other Infrastructure continues

Cemeteries

Napier City Council operates and maintains six cemeteries within the territorial boundary of the city. Several of the existing cemeteries within the city have significant historical value.

Hastings District Council owns and operates the crematorium for the Hawke's Bay region. There is also one private crematorium facility in the Onekawa industrial area.

There are no private cemeteries in the Napier City Council area.

Apart from catering to the legal needs and requirements relating to burials and interment of ashes, cemeteries also provide a tangible link to a region's past. Many of the old Napier cemeteries are now popular with visitors wishing to learn more about the history of a region's early residents and to those people undertaking genealogy research.

Council also provides an on line cemetery database allowing access to burial details.

Public Toilets

Council provides and maintains public toilet facilities to meet the needs and demands of the community and visitors to the City. Currently the city has 45 operational public toilet facilities.

Public toilets are provided in key areas generally related to tourism (e.g. i-SITE Visitor Centre), recreation (both at sportsgrounds and passive recreation areas) and shopping activities (e.g. Dickens Street and Maraenui Shopping Centre). Council cleans and inspects facilities at least daily with the emphasis on hygiene, safety, discouragement and removal of graffiti.

Other Infrastructure Performance Summary

Waste Minimisation

Level of Service	Performance Measures	First Quarter	Second Quarter	Target 2019/20	Actual 2018/19	Indicator	Performance Measure Comment
Council provides a kerbside refuse collection service weekly to city residents to ensure city household waste is removed from the kerbside. This activity also provides a user-pay facility at the Transfer Station for disposal of non-household refuse.	A weekly kerbside refuse collection service is provided 52 weeks per year to City residents	100%	100%	100%	100%	◆	
	Transfer Station open for 362 days per year	100%	100%	100%	100%	◆	
Council provides a fortnightly kerbside recycling collection service to reduce the quantity of waste to landfill. Council promotes waste minimisation activities and responsible solid waste management through education initiatives and a hazardous waste collection programme. Council provides green waste and recycling facilities at the Redclyffe Transfer Station	Waste to Landfill per capita.	64.1kg	70.35kg	≤267kg	267kg/capita/ annum	◆	
	Compliance with Resource Consent conditions	75%	95%	100%	100%	◆	Reporting now done, only minor low risk non-conformance due to time taken for report. No complaints received, related to the Resource Consent conditions.
	Education and waste reduction promotion programmes in place.	1,269	1,125	750 students per annum	973 students	◆	
	Percentage of residents satisfied with Refuse Collection in the NRB Public Opinion Survey	End of Year Measure	End of Year Measure	93%	86%	N/A	
	Percentage of residents satisfied with Control of Litter, Graffiti and Vandalism in the NRB Public Opinion Survey	End of Year Measure	End of Year Measure	92%	75%	N/A	

Cemeteries

Level of Service	Performance Measures	First Quarter	Second Quarter	Target 2019/20	Actual 2018/19	Indicator	Performance Measure Comment
Council provides cemetery records that are well maintained and accessible.	An online cemeteries records system is available 90% of the time.	98%	98%	95%	98%	◆	

Public Toilets

Level of Service	Performance Measures	First Quarter	Second Quarter	Target 2019/20	Actual 2018/19	Indicator	Performance Measure Comment
Council provides adequate toilets that are accessible, available and appropriately located for use by the public to safeguard the health of the community through the appropriate disposal of human waste in high use community areas	Percentage of residents satisfied with Public Toilets in the NRB Public Opinion Survey.	End of Year Measure	End of Year Measure	75%	69%	N/A	

Performance Indicators - ◆ - Achieved ◆ - In progress and on target ◆ - Within 10% ◆ - Not achieved, greater than 10%

Other Infrastructure Financial Summary

Figures are shown in thousands ($,000)	Year to Date Dec 2019				Year End			
Net Operating Expenditure	**Actual**	**Revised Budget**	**Variance**	**% Variance**	**Revised Budget**	**Annual Plan**	**Notes**	**Comments**
Revenue	(2,933)	(2,713)	220	8%	(7,739)	(7,739)		
Expenditure	4,067	4,055	(12)	(0)%	9,146	9,146		
Depreciation	390	392	2	1%	783	783		
Net Operating Expenditure	**1,524**	**1,733**	**210**	**12%**	**2,190**	**2,190**		

Figures are shown in thousands ($,000)	Year to Date Dec 2019				Year End			
Capital	**Actual**	**Revised Budget**	**Variance**	**% Variance**	**Revised Budget**	**Annual Plan**	**Notes**	**Comments**
Refuse								
Omarunui Dev Valley D	-	-	-		470	470		
Omarunui Development Plant	-	-	-		17	17		
Omarunui Dev Forestry	-	-	-		12	12		
Omarunui Dev Valleys B&C	-	-	-		1,196	1,196		
Recycling Crate Purchases	1,028	1,061	33	3%	1,061	-		
Refuse Total	**1,028**	**1,061**	**33**	**3%**	**2,756**	**1,695**		
Public Toilets								
Infrastructure Asset Renewal	71	97	26	27%	300	300		
Parent Facility Setup	27	15	(12)	(80)%	49	-		
Public Toilets Total	**97**	**112**	**14**	**13%**	**349**	**300**		
Transfer Station								
Solid Waste Renewals	23	47	24	52%	150	93		
Transfer Station Pavement & Surfacing	-	-	-		2	-		
Transfer Station Total	**23**	**47**	**24**	**52%**	**152**	**93**		

Other Infrastructure Financial Summary continues

Figures are shown in thousands ($,000)	Year to Date Dec 2019				Year End			
Capital	**Actual**	**Revised Budget**	**Variance**	**% Variance**	**Revised Budget**	**Annual Plan**	**Notes**	**Comments**
Cemeteries								
Infrastructure Asset Renewal	4	-	(4)	(100)%	110	110		
Western Hills Extension	10	-	(10)	(100)%	-	-		
Cemetery Planting	-	-	-		25	25		
Napier Cemetery Development	-	-	-		110	85		
Cemetery Concept Plan Implementation	-	-	-		60	60		
Cemeteries Total	**14**	-	**(14)**	**(100)%**	**305**	**280**		
Total Capital Expenditure	**1,163**	**1,220**	**57**	**5%**	**3,562**	**2,368**		
Asset Sales	-	-	-		-	-		

City Strategy

Activities in City Strategy are:

- City Development
- Resource Consents
- Regulatory Solutions
- Building Consents
- Animal Control
- Parking

City Development

Council plans and delivers urban and economic growth strategically and sustainably through City Development. This Council activity assesses and decides how to protect and develop our constructed and natural environments, and how best to manage that process. City Development takes into consideration Napier's historic heritage and incorporate design, functionality and aesthetics into all our city projects. We guide our investment in infrastructure so it is efficiently located and caters for the planned growth of the city.

City Development also delivers planning and policy functions by meeting the statutory requirements under the Resource Management Act 1991 (RMA) and other relevant legislation. We provide professional, strategic, clear and frank advice to the Council so they can make informed decisions to benefit our City and community now and in the future.

City Development is an ongoing activity to help citizens and elected officials design and deliver the Vision for Napier City. The City Vision identifies the principles that will achieve the city's vision "A vibrant and sustainable Napier for all". Collaboration and engagement with other government agencies, local businesses, stakeholders and resident groups is also a core function of City Development.

Resource Consents

Resource Consents carries out activities required by legislation and is responsible for the administration and management of the Resource Management Act 1991 by providing the following functions:

- Processing of non-notified Resource Consents
- Preparation of reports for hearings relating to notified Resource Consents
- Management and resolution of subsequent Environment Court appeal processes
- Processing of the planning component of Building Consent applications
- Processing of Resource Consents for the subdivision of land
- Processing of Land Information Memorandums
- Implementation of an annual monitoring programme to gauge the effectiveness of the Council's environmental management policies
- Provision of planning advice and information in relation to resource consents, the administration of the District Plan, general development advice, heritage planning and conservation
- Enforcement work to ensure compliance with Resource Consent approvals and the operative District Plans
- Encouraging on-going sustainable development and enabling the community to provide for their economic well-being by the use of enabling regulations

Regulatory Solutions

Regulatory Solutions are responsible for licencing, monitoring and inspecting a range of services that are provided largely by local businesses, which have the potential to cause harm to the public as governed by various legislations. These businesses include; food premises, camping grounds, hairdressers, mortuaries, wine makers, offensive trades and liquor licencing services.

In addition, Council is responsible for investigating notifiable diseases, investigating and monitoring nuisance to the community, providing a noise control service and monitoring and enforcing freedom camping.

Regulatory Solutions provides advice, education and assistance to individuals and businesses for those starting out and those well established.

Building Consents

The core function of Building Consents is carrying out the requirements of the Building Act 2004: the processing of building consent applications, inspecting building work on site and issuing code compliance certificates at the completion of building work. The Building Consents team also inspect swimming pool barriers, audit building warrants of fitness, investigate complaints, carry out enforcement action when required and provide advice and information to the public on building related issues.

Animal Control

Animal Control is responsible for the implementation and enforcement of the Dog Control Act 1996 and Council Bylaws relating to the Dog Control Act.

Animal Control manages the registration and control of dogs, promoting responsible dog ownership, reducing nuisance created by dogs, ensuring and reducing risk to public safety from dogs and providing animal education initiatives. Emphasis is placed on responsible dog ownership, education and classification of dogs and owners in line with the provisions of the Dog Control Act 1996.

Animal Control operates an animal shelter caring for any impounded dogs, which cares for on average 500 dogs per year and responds to roaming stock requests.

Parking

Parking ensures that safe and adequate parking facilities are available to the residents and visitors to Napier City. This is achieved through the provision of sufficient car parking to meet demand for:

- On street parking
- Off street parking
- Leased parking
- Mobility Parking Alternative
- Transport parking, e.g. motorcycles, electric vehicles.

All parking areas under Napier City Council's control are patrolled either regularly or on request by warranted Parking Enforcement Officers. This is to ensure compliance with national legislation and local regulation. This ensures parking circulation occurs and remains available to all members of the public. Parking ensures that vehicles are parked in a safe and compliant manner.

City Strategy Performance Summary

City Development

Level of Service	Performance Measures	First Quarter	Second Quarter	Target 2019/20	Actual 2018/19	Indicator	Performance Measure Comment
Provide the Policy Planning and Strategic functions for Napier City	District Plan reviewed to align with the Napier City Vision document and the Coastal Hazards Strategy.	Achieved	Achieved	Stakeholders engagement completed. Notification of the New Napier District Plan.	Achieved	◆	On track for notification of Draft District Plan in 2020
Provide the Policy Planning and Strategic functions for Napier City	Delivery of the final Ahuriri Estuary and Coastal Edge Strategic document.	Achieved	Achieved	Six of the Master Plan projects confirmed by Council and initiated.	Achieved	◆	Inner Harbour Plan, Lagoon Farm Plan, Stormwater quality improvements and roading upgrade options under development
Provide for growth areas for the city industrial, commercial and residential development	Reviewed HPUDS Strategy and commence HPUDS Implementation	Not achieved	In progress and on target	Research on land available to be developed and serviced is completed. Stakeholder engagement initiated through District Plan review.	Not achieved	◆	Completed the Regional Industrial Land Strategy. The outcomes will feed into the District Plan review and HPUDS review in 2022.
Provide the strategic economic development function for Napier City	Delivery of the Napier Economic Development Strategy (NEDS)	Not achieved	In progress and on target	Project Plan for the NEDS	Not achieved	◆	NEDS will be focussed on implementing the Matariki RDS now adopted by the governance group.

Resource Consents

Level of Service	Performance Measures	First Quarter	Second Quarter	Target 2019/20	Actual 2018/19	Indicator	Performance Measure Comment
Council monitors and enforces legislative compliance to protect its citizens and their safety	Process non-notified resource consents (excluding Controlled Activities) and all subdivision consents to approval stage, within the statutory time frames of 20-working days	98% (61 out of 62)	100% (43 out of 43)	100%	100% (259 out of 259)	◆	

Performance Indicators - ◆ - Achieved ◆ - In progress and on target ◆ - Within 10% ◆ - Not achieved, greater than 10%

City Strategy Performance Summary continues

Resource Consents (continued)

Level of Service	Performance Measures	First Quarter	Second Quarter	Target 2019/20	Actual 2018/19	Indicator	Performance Measure Comment
Council monitors and enforces legislative compliance to protect its citizens and their safety	Process Controlled Activity Resource Consents (excluding subdivision) within 10-working days	100% (1 out of 1)	100% (1 out of 1)	100%	100% (13 out of 13)	◆	
	Process notified Resource Consents within the statutory time frames of 130-working days	(0 out of 0)	(0 out of 0)	100%	100% (2 out of 2)	◆	
	Process limited notified Resource Consents within 100-working days	(0 out of 0)	100% (1 out of 1)	100%	100% (4 out of 4)	◆	
	Land information Memorandums to be processed within the statutory limit of 10-working days	100% (85 out of 85)	100% (88 out of 88)	100%	100% (336 out of 336)	◆	
	All formal complaints are investigated and responded within 3 days of receipt by Council	100% (5 out of 5)	100% (12 out of 12)	100%	100% (39 out of 39)	◆	

Regulatory Solutions

Level of Service	Performance Measures	First Quarter	Second Quarter	Target 2019/20	Actual 2018/19	Indicator	Performance Measure Comment
Council monitors and enforces legislative compliance to protect its citizens and their safety	Percentage of residents satisfied with Council management and enforcement activity of Noise Control in the NRB Public Opinion Survey.	End of Year Measure	End of Year Measure	80%	68%	N/A	
Council monitors and enforces legislative compliance to protect its citizens and their safety	Percentage of Food Act verification audits completed in accordance with the scheduled times in the Food Act 2014.	100%	Achieved	100%	100%	◆	
	Percentage of liquor licenced premises are inspected annually for compliance with their licenced conditions	8% (22 out of 269 premises)	12% (32 out of 269 premises)	50% of licensed premises per annum	85%	◆	
	Percentage of very high and high risk liquor licenced premises inspected at least annually	0% (0 out of 13 premises)	54% (7 out of 13 premises)	100%	93%	◆	
	Percentage of Noise control complaints are responded to within 25 minutes	Achieved 95% July, 97% August, 98% September	Achieved October 97%, November 96%, December 92%	95%	70%	◆	Contract variation effective from 21.08.2019, 80% of complaints referred to the contractor will have an Officer onsite and action commenced to resolve the complaint within 30 minutes of the call being received.

Performance Indicators - ◆ - Achieved ◆ - In progress and on target ◆ - Within 10% ◆ - Not achieved, greater than 10%

City Strategy Performance Summary continues

Building Consents

Level of Service	Performance Measures	First Quarter	Second Quarter	Target 2019/20	Actual 2018/19	Indicator	Performance Measure Comment
Council monitors and enforces legislative compliance to protect its citizens and their safety	Process of building consent applications within the statutory time frame of 20 working days	99% (397 out of 399)	100% (290 out of 291)	100%	99% (1194 out of 1202)	◆	
Council monitors and enforces legislative compliance to protect its citizens and their safety	Percentage of processed code compliance certificates within the statutory time frame of 20 working days	100% (347 out of 347)	100% (257 out of 257)	100%	100% (1110 out of 1112)	◆	
	Percentage of audits for all buildings requiring building warrants of fitness annually	3% (23 audits)	2% (17 audits)	20%	22%	◆	Shift in focus for third and fourth quarters from swimming pool inspections (now that our legislative requirement has been met) to building warrant of fitness audits
	Inspect a third of registered swimming pools annually	70% (372 inspections)	74% (395 inspections)	1/3 of pools	116%	◆	
	Maintain Building Consent Authority (BCA) accreditation	Maintained	Maintained	Maintained	Maintained	◆	

Animal Control

Level of Service	Performance Measures	First Quarter	Second Quarter	Target 2019/20	Actual 2018/19	Indicator	Performance Measure Comment
Implement and enforce the requirements of the Dog Control Act 1996	Percentage of residents satisfied with council management and enforcement activity of Animal Control in the NRB Public Opinion Survey	End of Year Measure	End of Year Measure	78%	64%	N/A	
Implement and enforce the requirements of the Dog Control Act 1996	All requests for services are investigated and responded to within 21 days	100%	100%	100%	100%	◆	

Parking

Level of Service	Performance Measures	First Quarter	Second Quarter	Target 2019/20	Actual 2018/19	Indicator	Performance Measure Comment
Provide and manage parking facilities for the city	Percentage of residents satisfied with Parking in the Inner city in the NRB Public Opinion Survey	End of Year Measure	End of Year Measure	60%	44%	N/A	
Provide and manage parking facilities for the city	Percentage of residents satisfied with Parking in the Suburbs in the NRB Public Opinion Survey	End of Year Measure	End of Year Measure	65%	58%	N/A	
	Percentage of CBD parking occupancy rate	End of Year Measure	End of Year Measure	50 - 85%	74%	N/A	
	Percentage of Taradale parking occupancy rate	End of Year Measure	End of Year Measure	50 - 85%	64%	N/A	

Performance Indicators - ◆ - Achieved ◆ - In progress and on target ◆ - Within 10% ◆ - Not achieved, greater than 10%

City Strategy Financial Summary

Figures are shown in thousands ($,000)	Year to Date Dec 2019				Year End			
Net Operating Expenditure	**Actual**	**Revised Budget**	**Variance**	**% Variance**	**Revised Budget**	**Annual Plan**	**Notes**	**Comments**
Revenue	(3,655)	(3,565)	90	3%	(6,543)	(6,543)		
Expenditure	5,962	5,521	(440)	(8)%	11,250	10,513		
Depreciation	148	173	25	14%	347	347		
Net Operating Expenditure	**2,455**	**2,130**	**(325)**	**(15)%**	**5,053**	**4,317**		

Figures are shown in thousands ($,000)	Year to Date Dec 2019				Year End			
Net Operating Expenditure	**Actual**	**Revised Budget**	**Variance**	**% Variance**	**Revised Budget**	**Annual Plan**	**Notes**	**Comments**
Regulatory Consents								
Revenue	(248)	(230)	18	8%	(448)	(448)		
Expenditure	582	518	(64)	(12)%	1,032	1,032	[1]	Higher than budgeted staffing costs offset by savings in staffing in Environmental Health - see note [3] below
Regulatory Consents Total	**334**	**288**	**(46)**	**(16)%**	**584**	**584**		
Planning Policy								
Revenue	-	(8)	(8)		(15)	(15)		
Expenditure	1,047	1,031	(16)	(2)%	2,284	1,602		
Planning Policy Total	**1,047**	**1,023**	**(24)**	**(2)%**	**2,269**	**1,587**		
Environmental Health								
Revenue	(274)	(227)	47	21%	(453)	(453)	[2]	Fees and charges increased from 1 July 19 and improved invoicing processes have been implemented
Expenditure	527	605	78	13%	1,204	1,204	[3]	Favourable variance offset by expenditure in other Regulatory business units
Environmental Health Total	**253**	**378**	**125**	**33%**	**751**	**751**		
Building Consents								
Revenue	(994)	(909)	85	9%	(1,819)	(1,819)	[4]	Increased volume of inspections and property EDRMS fees higher than budgeted
Expenditure	1,826	1,259	(568)	(45)%	2,526	2,419	[5]	Unbudgeted legal claims and property EDRMS expenses higher than budgeted
Building Consents Total	**832**	**349**	**(483)**	**<(100)%**	**708**	**601**		

City Strategy Financial Summary continues

Figures are shown in thousands ($,000)	Year to Date Dec 2019				Year End			
Net Operating Expenditure	**Actual**	**Revised Budget**	**Variance**	**% Variance**	**Revised Budget**	**Annual Plan**	**Notes**	**Comments**
Animal Control								
Revenue	(710)	(704)	6	1%	(832)	(832)		
Expenditure	548	614	66	11%	1,225	1,225	[6]	Vacant position, and feral cat budget not yet committed
Animal Control Total	**(162)**	**(90)**	**73**	**81%**	**393**	**393**		
Parking								
Revenue	(1,327)	(1,385)	(59)	(4)%	(2,771)	(2,771)		
Expenditure	1,089	1,145	56	5%	2,292	2,292		
Parking Total	**(238)**	**(240)**	**(2)**	**(1)%**	**(478)**	**(478)**		
City & Business Promotion								
Revenue	(103)	(102)	1	1%	(205)	(205)		
Expenditure	492	524	32	6%	1,032	1,085		
City & Business Promotion Total	**389**	**422**	**32**	**8%**	**827**	**880**		
City Promotion Grants								
Revenue	-	-	-		-	-		
Expenditure	-	-	-		-	-		
City Promotion Grants Total	-	-	-		-	-		

City Strategy Financial Summary continues

Figures are shown in thousands ($,000)	Year to Date Dec 2019				Year End			
Capital	**Actual**	**Revised Budget**	**Variance**	**% Variance**	**Revised Budget**	**Annual Plan**	**Notes**	**Comments**
Animal Control								
Agility Tracks	3	2	(2)	(100)%	23	3		
Complex Shelter & Office	21	4	(17)	(100)%	8	8	[1]	Animal Shelter upgrades previously delayed are now complete
Dog Pound Compliance Reqmnts	0	-	-		-	-		
ACO Health & Safety Equipment	0	-	-		-	-		
IT & Communication Network	0	-	-		-	-		
Stock Control Equipment	-	1	1	100%	2	2		
New Canopy	-	-	-		22	-		
Animal Control Total	**25**	**6**	**(18)**	**(100)%**	**55**	**13**		
Parking								
Additional CBD Parking	1,425	1,500	75	5%	2,200	2,200		
Alternate Transport Parking	-	15	15	100%	30	30	[2]	Purchases delayed until Q3 so timing difference only
Minor Capital Items	4	3	(2)	(80)%	5	5		
Parking Equipment Replacement	22	25	3	12%	50	50		
Parking Total	**1,452**	**1,543**	**91**	**6%**	**2,285**	**2,285**		
Total Capital Expenditure	**1,476**	**1,549**	**73**	**5%**	**2,340**	**2,298**		
Asset Sales	-	-	-		-	-		

Community and Visitor Experiences

Activities in the Community and Visitor Experiences Group are:

- Community Strategies
- Community Facilities (Halls)
- Napier Aquatic Centre
- Marine Parade Pools
- Bay Skate
- McLean Park
- Events and Marketing
- Sportsgrounds
- Reserves
- Housing
- Libraries
- MTG Hawke's Bay
- Napier Municipal Theatre
- Napier i-SITE Visitor Centre
- Part2 MiniGolf
- National Aquarium of NZ
- Napier Conference Centre
- Kennedy Park Resort

Community Strategies

The Community Strategies activity encompasses the following main activities:

- Community planning
- Community advice
- Community grants
- Community engagement
- Safer community (including Civil Defence)

Council works alongside our communities to support them to identify and implement solutions to the complex social issues present in our society. The team work both strategically and practically to ensure issues are identified, prioritised and addressed through a collaborative approach.

Community Facilities (Halls)

Council provides a range of community facilities that meet the recreational and social needs of the community. They are spaces where people connect, learn, socialise and participate. There are four community halls, four community centres, and one sports centre. The halls are available for hire, with discounted rates for community groups. Use of the community centres vary, but generally, community groups lease the facilities, and halls are either managed directly by Council, or through a third party group or Trust.

Napier Aquatic Centre

Situated in the centre of Napier, in the middle of Onekawa Park, the Napier Aquatic Centre is a safe and affordable aquatic facility for everyone. The facility currently provides two 25m pools, a learners' pool, waterslides, spas, spray park and an outdoor area suitable for picnics. A number of services are provided ranging from learn to swim and aqua fitness to birthday parties. A new pool has been included in the plan and will require a change in location due to limitations on site development and contamination.

Marine Parade Pools

Council provides an outdoor complex with four heated outdoor pools and five spa pools. An external contractor manages the day-to-day running of the facility.

Bay Skate

Bay Skate on Marine Parade is a community facility providing for a range of roller-sport activities and community events. Local roller-sport clubs and groups are actively encouraged to use the facility for training, games and demonstrations.

McLean Park

Hosting international and national sports events, this facility provides outdoor sportsgrounds and stands, indoor court facility as well as administration and hospitality areas. The park also plays host to trade shows, expos, community events and private functions.

Events and Marketing

Events are a key part of the Napier City's social, economic and cultural fabric. Council provides support for event organisers to grow sustainable events in the region.

Housing

Community housing is provided for people with special housing needs, low assets and low incomes. We provide support for tenants in our retirement villages on a one to one basis and across the village as a whole. We maintain high occupancy levels (99.5%) through our tenancy management services.

There are 72 units in Council's low cost rental portfolio spread across three villages. Council's retirement portfolio comprises 304 units clustered in nine villages. The smaller villages comprise 4 to 20 units with 28 to 50 units in the larger villages, and one larger village with 80 units.

Libraries

Library services are provided to the community from two locations, Napier City and Taradale, with a variety of collections in multi-media formats and online services. The libraries support a total membership of approximately 34,000, of which some 4,500 members are resident in Hastings District. Membership is free and the majority of lending items are free to borrow.

MTG Hawke's Bay

MTG Hawke's Bay is the region's arts and culture facility providing exhibitions of the collection and as loans from other museums, galleries and individuals. The region's collection is housed under a management agreement with the Hawke's Bay Museums Trust. Active participation of the community is encouraged with public programmes, events and learning experiences. The venue includes the 330-seat Century Theatre, and two foyer spaces, which are also available to hire and a small retail shop. The MTG Hawke's Bay building is iconic, representing three distinct eras, 1930's, 1970's and 2010's.

Community and Visitor Experiences continues

Napier Municipal Theatre

The Napier Municipal Theatre is a leading theatre in Hawke's Bay for performances, shows, concerts, functions and events. Centrally located, the Theatre combines an elegant Art Deco style with modern theatre facilities. The large auditorium facilities and circular Pan Pac Foyer make it a flexible performance and event and facility.

Napier i-SITE Visitor Centre

Napier i-SITE Visitor Centre provides visitor information for the people of Napier, Hawke's Bay and for visitors to the area, both domestic and international. It plays a vital role in the promotion of Napier and surrounding areas. The i-SITE is located within the key Marine Parade tourism precinct of Napier and plays a key role in the support of tourism and the local economy.

Par2 MiniGolf

Par2 MiniGolf on Napier's Marine Parade next to Napier i-SITE has two eighteen hole courses, one slightly more challenging than the other. It attracts locals and visitors and is a fun family friendly activity for all ages.

National Aquarium of NZ

The National Aquarium of New Zealand is a marine zoo/aquarium/and kiwi breeding facility which attracts locals and visitors. This visitor experience is an integral part of the Marine Parade tourist attractions contributing favourably to the economic well-being of the city. The National Aquarium is also a quality provider of educational experiences and provides an affordable after-hours functions venue for Napier citizens and visitors to the region.

Napier Conference Centre

The Napier Conference Centre located on the northern end of Napier's Marine Parade with views from Mahia Peninsula to Cape Kidnappers, is Hawke's Bay's premiere, high quality full service conference and event venue. The Napier Conference Centre is suitable for a wide range of events and attracts local, national and international conferences.

Kennedy Park Resort

Kennedy Park Resort is located on Storkey Street in Marewa and offers a wide range of affordable accommodation types, including units, tents and non-powered sites. The accommodation and associated facilities also cater for conferences and attract both national and international visitors. Kennedy Park is one of the busiest and most well revisited holiday parks in New Zealand and contributes favourably to the local economy.

Sportsgrounds

Council provides and maintains 16 sports grounds throughout Napier. This equates to an area of 213 hectares of land set aside for sports purposes across the city. Napier's sports grounds range from facilities of regional and national significance to grounds principally serving local club demand.

Reserves

Council provides, manages and maintains a range of parks, reserves and public gardens of various sizes, designations and purposes, to cater to a wide range of community uses. Council reserves support a large number of events for tourists and locals, delivering highly maintained grounds and gardens ranging in location from coastal foreshore to formal botanical gardens. These areas enjoy a high profile within the city, resulting in high expectations and standards. The Reserves activity also manages the day-to-day maintenance and operation of play equipment located throughout the city.

Community and Visitor Experiences Performance Summary

Community Strategies

Level of Service	Performance Measures	First Quarter	Second Quarter	Target 2019/20	Actual 2018/19	Indicator	Performance Measure Comment
Develop effective strategies, policies and initiatives that support community well-being	Number of local community events per year	7	20	50	51	◆	
Provide affordable indoor facilities that meet the social, leisure and cultural needs of the community	Number of community training and network meetings facilitated each year	3	6	20	27	◆	
	Percentage of attendees satisfied with community training and network meetings	100%	100%	96%	98%	◆	
Promote safety in response to issues and priorities in the community	Percentage of residents who perceive they are safe or very safe in Napier (source: biannual social monitor survey)	Biannual Measure	see year end	95%	n/a	◆	The survey scale has been modified to reflect best practice and the survey response has changed to provide more accurate reflection of safety ratings in Napier. The target will be amended in the next LTP to reflect the changed ratings scale.
Support Napier communities to be prepared for and to recover from a civil defence emergency (delivered regionally)	Percentage of residents satisfied with Civil Defence delivery (source: NRB survey) excluding "don't know" responses	End of Year Measure	End of Year Measure	85%	N/A	N/A	
	Number of new community resilience plans developed	0	0	2	N/A	◆	
Support community and other stakeholders to come together to address issues and improve outcomes	Satisfaction score for coalition partners on council's coordination role for Safer Napier (source: annual coalition survey report)	End of Year Measure	End of Year Measure	>4	4.5	N/A	

Community Facilities (Halls)

Level of Service	Performance Measures	First Quarter	Second Quarter	Target 2019/20	Actual 2018/19	Indicator	Performance Measure Comment
Council provides four halls, four community centres and one sports centre to satisfy community needs	Percentage community hireage for halls directly managed by Council	92%	87%	90%	89%	◆	
	Percentage of customers satisfied with hireage of halls directly managed by Council	End of Year Measure	End of Year Measure	95%	100%	N/A	

Napier Aquatic Centre

Level of Service	Performance Measures	First Quarter	Second Quarter	Target 2019/20	Actual 2018/19	Indicator	Performance Measure Comment
Provide aquatic facilities that focus on accessibility and safety	Number of users using the centre each year	37,020	76,405	190,000	192,221	◆	
	Water quality adherence rate to NZ Water Treatment Standards	94%	91%	100%	94%	◆	
	Maintain nationally accredited QSS (Quality Swim School) standard	Achieved	Achieved	Maintain accreditation	Accreditation maintained	◆	Achieved Gold Standard Award

Community and Visitor Experiences Performance Summary continues

Performance Indicators - ◆ - Achieved ◇ - In progress and on target ◈ - Within 10% ♦ - Not achieved, greater than 10%

Bay Skate

Level of Service	Performance Measures	First Quarter	Second Quarter	Target 2019/20	Actual 2018/19	Indicator	Performance Measure Comment
Provide a facility to cater for a range of roller sports activities.	Number of visitors	5,111	6,459	26,500	23,190	◇	

McLean Park

Level of Service	Performance Measures	First Quarter	Second Quarter	Target 2019/20	Actual 2018/19	Indicator	Performance Measure Comment
Provides a sport and recreation facility catering for a range of activity	Number of major events hosted	5	6	11	13	◆	

Housing

Level of Service	Performance Measures	First Quarter	Second Quarter	Target 2019/20	Actual 2018/19	Indicator	Performance Measure Comment
Provide affordable and safe housing that meets the needs of tenants	Percentage of tenants satisfied with service	End of Year Measure	End of Year Measure	85%	99%	N/A	
	Percentage of unit inspections (each unit inspected once per year)	10%	24%	100%	100%	♦	90 inspected - most units are due for inspection in the last quarter of the year
Maximise the occupancy and use of housing and village halls	Occupancy rate - Retirement	99%	98%	97%	99%	◆	
	Occupancy rate - Rental	100%	99%	98%	99%	◆	

Library

Level of Service	Performance Measures	First Quarter	Second Quarter	Target 2019/20	Actual 2018/19	Indicator	Performance Measure Comment
Council provides library services, literacy support and other programmes for all ages to meet the communities' recreational, social and educational needs	Percentage of library members who are active borrowers (in 24 month period - card use only)	45%	48%	35%	56%	◆	
	Percentage of collection that is actively used	47%	59%	75%	67%	◇	This a cumulative target which is in track to be met
	Number of programme sessions delivered for all ages per year (excludes "borrow a librarian")	84	145	350	578	◇	

MTG Hawke's Bay

Level of Service	Performance Measures	First Quarter	Second Quarter	Target 2019/20	Actual 2018/19	Indicator	Performance Measure Comment
Council provides a quality museum, theatre and art gallery experience for local and visitor use	Visitor numbers per year	70,849	80,430	165,000	305,052	◇	
	Minimum number of new exhibitions per annum	1	3	3	11	◆	
	Percentage of residents satisfied with MTG Hawke's Bay (NRB Public Opinion Survey)	End of Year Measure	End of Year Measure	56%	63%	N/A	

Community and Visitor Experiences Performance Summary continues

Performance Indicators - ◆ - Achieved ◆ - In progress and on target ◆ - Within 10% ◆ - Not achieved, greater than 10%

Napier Municipal Theatre

Level of Service	Performance Measures	First Quarter	Second Quarter	Target 2019/20	Actual 2018/19	Indicator	Performance Measure Comment
Council provides a quality performing arts venue experience for visitor & local use	Maintain Qualmark rating	End of Year Measure	End of Year Measure	Achieved	Achieved	N/A	

Napier i-SITE Visitor Centre

Level of Service	Performance Measures	First Quarter	Second Quarter	Target 2019/20	Actual 2018/19	Indicator	Performance Measure Comment
Council provides an i-SITE facility for visitors to Napier and Hawke's Bay to deliver tourism information and tour and accommodation services to encourage visitors to stay longer and to re-visit	Maintain Qualmark rating	Maintained	Maintained	Qualmark Enviro Silver	Achieved	◆	
	Visitor numbers per annum	17,687	55,546	240,000	198,368	◆	Target was based on unreliable counter that has now been replaced. Result reflects trend of visitor numbers decreasing.

Par 2 MiniGolf

Level of Service	Performance Measures	First Quarter	Second Quarter	Target 2019/20	Actual 2018/19	Indicator	Performance Measure Comment
Council provides a Mini Golf facility as a visitor attraction and for local community use	Maintain Qualmark endorsed criteria Bronze Enviro	Maintained	Maintained	Maintained	Maintained	◆	
	Visitor Admissions per annum	9,931	13,725	43,000	52,182	◆	
	Return on Assets	End of Year Measure	End of Year Measure	25%	23%	N/A	

National Aquarium of NZ

Level of Service	Performance Measures	First Quarter	Second Quarter	Target 2019/20	Actual 2018/19	Indicator	Performance Measure Comment
Provide an aquarium for visitors and local citizens for recreation and education	Maintain Qualmark endorsement	Status Gold	Status Gold	Maintained	Maintained	◆	
	Number of visitors	25,874	60,716	145,000	147,934	◆	

Napier Conference Centre

Level of Service	Performance Measures	First Quarter	Second Quarter	Target 2019/20	Actual 2018/19	Indicator	Performance Measure Comment
Council provides a quality conference and events facility which enables events & services to be hosted contributing to the economic well-being of the city	Maintain Qualmark rating	Achieved	Achieved	Achieved	Achieved	◆	
	Number of national and international hires	122	210	290	362	◆	

Community and Visitor Experiences Performance Summary continues

Performance Indicators - ◆ - Achieved ◆ - In progress and on target ◆ - Within 10% ◆ - Not achieved, greater than 10%

Kennedy Park

Level of Service	Performance Measures	First Quarter	Second Quarter	Target 2019/20	Actual 2018/19	Indicator	Performance Measure Comment
Council provides Kennedy Park facility with a range of high quality accommodation and related visitor experiences	Maintain Qualmark 5 star Gold Holiday Park rating	Maintained	Maintained	Maintained	Maintained	◆	
	Maintain Qualmark 4 plus star Gold Motel rating	Maintained	Maintained	Maintained	Maintained	◆	
Kennedy Park is managed as a sustainable business and provides services that are value for money	Occupancy rates – visitor nights booked per year	13,553	25,343	66,000	86,072	◆	
	Occupancy rates – room nights booked per year	4,535	8,421	25,875	28,744	◆	
	Return on Assets	End of Year Measure	End of Year Measure	7%	5%	N/A	

Sportsgrounds

Level of Service	Performance Measures	First Quarter	Second Quarter	Target 2019/20	Actual 2018/19	Indicator	Performance Measure Comment
Council provides a sufficient number and range of sports and recreation facilities to satisfy the needs of the community	Sport and recreation parks per 1,000 residents district wide (NZRA guidelines at least 3ha per 1,000)	End of Year Measure	End of Year Measure	>3ha	3.4ha	N/A	
	Percentage of residents satisfied with sports fields in the NRB Public Opinion Survey	End of Year Measure	End of Year Measure	89%	89%	N/A	
	Number of events held each year on sport and recreation	72	74	>50	65	◆	

Reserves

Level of Service	Performance Measures	First Quarter	Second Quarter	Target 2019/20	Actual 2018/19	Indicator	Performance Measure Comment
Provide a sufficient number and range of parks and reserves to satisfy the needs of the Community.	All playgrounds inspected fortnightly (safety and condition)	100%	100%	100%	100%	◆	
Provide a sufficient number and range of parks and reserves to satisfy the needs of the Community.	Percentage of residents satisfied with Public Gardens, Street Beds and Trees in the NRB Opinion Survey	End of Year Measure	End of Year Measure	95%	89%	N/A	

Performance Indicators - ◆ - Achieved ◆ - In progress and on target ◆ - Within 10% ◆ - Not achieved, greater than 10%

Community and Visitor Experiences Financial Summary

Figures are shown in thousands ($,000)	Year to Date Dec 2019				Year End			
Net Operating Expenditure	**Actual**	**Revised Budget**	**Variance**	**% Variance**	**Revised Budget**	**Annual Plan**	**Notes**	**Comments**
Revenue	(9,415)	(8,689)	726	8%	(21,338)	(21,338)		
Expenditure	19,182	18,296	(885)	(5)%	39,297	38,253		
Depreciation	3,408	2,995	(413)	(14)%	5,991	5,991	[1]	Revaluation of assets in 2018/19 has impacted depreciation for 2019/20.
Net Operating Expenditure	**13,175**	**12,603**	**(572)**	**(5)%**	**23,949**	**22,905**		

Figures are shown in thousands ($,000)	Year to Date Dec 2019				Year End			
Net Operating Expenditure	**Actual**	**Revised Budget**	**Variance**	**% Variance**	**Revised Budget**	**Annual Plan**	**Notes**	**Comments**
Sportsgrounds								
Revenue	(556)	(254)	302		(507)	(507)	[2]	Unbudgeted financial contributions in relation to 138 Eriksen Road and unbudgeted contribution from 3rd party for McLean Park
Expenditure	2,110	1,901	(210)	(11)%	7,857	7,857	[3]	Revaluation of assets in 2018/19 has impacted depreciation for 2019/20.
Sportsgrounds Total	**1,555**	**1,647**	**92**	**6%**	**7,350**	**7,350**		
McLean Park								
Revenue	(416)	(377)	39	10%	(797)	(797)	[4]	Higher revenue due to unbudgeted events, offset by higher costs in line below.
Expenditure	419	387	(33)	(8)%	772	721		
McLean Park Total	**3**	**9**	**6**	**65%**	**(25)**	**(75)**		
Reserves								
Revenue	(233)	(157)	76	48%	(614)	(614)	[5]	Unbudgeted financial contributions in relation to 138 Eriksen Road
Expenditure	2,651	2,488	(163)	(7)%	5,161	5,036		
Reserves Total	**2,418**	**2,331**	**(87)**	**(4)%**	**4,547**	**4,422**		
Bay Skate								
Revenue	(114)	(97)	17	18%	(217)	(217)	[6]	Higher revenue due to increased retail sales of scooters and accessories
Expenditure	356	307	(48)	(16)%	637	637	[7]	Higher staff costs than budgeted $19k and purchases for increased retail sales $23k
Bay Skate Total	**242**	**211**	**(31)**	**(15)%**	**420**	**420**		

Community and Visitor Experiences Financial Summary continues

Figures are shown in thousands ($,000)	Year to Date Dec 2019				Year End			
Net Operating Expenditure	**Actual**	**Revised Budget**	**Variance**	**% Variance**	**Revised Budget**	**Annual Plan**	**Notes**	**Comments**
Grants								
Revenue	(37)	(33)	4	13%	(56)	(56)		
Expenditure	686	717	31	4%	1,087	1,071		
Grants Total	**649**	**684**	**35**	**5%**	**1,031**	**1,015**		
Community Facilities								
Revenue	(20)	(25)	(5)	(19)%	(49)	(49)		
Expenditure	173	169	(4)	(2)%	339	337		
Community Facilities Total	**153**	**144**	**(9)**	**(6)%**	**289**	**288**		
Community Advice								
Revenue	(2)	(10)	(8)	(81)%	(20)	(20)		
Expenditure	602	672	70	10%	1,345	1,345	[8]	Community projects delayed but will be completed this financial year
Community Advice Total	**601**	**662**	**62**	**9%**	**1,325**	**1,325**		
Emergency Management								
Revenue	(3)	-	3		-	-		
Expenditure	113	123	10	8%	246	246		
Emergency Management Total	**110**	**123**	**13**	**11%**	**246**	**246**		
Libraries								
Revenue	(87)	(57)	30	54%	(235)	(235)	[9]	Financial contributions from Te Awa not budgeted
Expenditure	1,720	1,815	95	5%	3,545	3,545		
Libraries Total	**1,633**	**1,758**	**125**	**7%**	**3,310**	**3,310**		
Napier Aquatic Centre								
Revenue	(473)	(544)	(71)	(13)%	(997)	(997)	[10]	Down on admissions, programs, pool hire, due to relocation of Magpie Gym, replacement of inflatable, no boot camp
Expenditure	1,388	1,379	(9)	(1)%	2,748	2,748		
Napier Aquatic Centre Total	**915**	**835**	**(80)**	**(10)%**	**1,750**	**1,750**		

Community and Visitor Experiences Financial Summary continues

Figures are shown in thousands ($,000)	Year to Date Dec 2019				Year End			
Net Operating Expenditure	**Actual**	**Revised Budget**	**Variance**	**% Variance**	**Revised Budget**	**Annual Plan**	**Notes**	**Comments**
Marine Parade Pools								
Revenue	(58)	(26)	32		(51)	(51)	[11]	Unbudgeted contractual payment
Expenditure	130	119	(11)	(9)%	238	238		
Marine Parade Pools Total	**72**	**93**	**21**	**23%**	**187**	**187**		
National Aquarium of NZ								
Revenue	(1,310)	(1,248)	62	5%	(5,699)	(5,699)	[12]	
Expenditure	2,953	2,361	(592)	(25)%	4,021	3,332		Costs relating to completion of the detailed business case. Funding application awaiting central government approval.
National Aquarium of NZ Total	**1,643**	**1,114**	**(529)**	**(48)%**	**(1,678)**	**(2,367)**		
Par 2 MiniGolf								
Revenue	(195)	(208)	(12)	(6)%	(433)	(433)		
Expenditure	151	153	2	2%	332	326		
Par 2 MiniGolf Total	**(45)**	**(55)**	**(10)**	**(18)%**	**(100)**	**(106)**		
Napier Conference Centre								
Revenue	(1,341)	(1,227)	114	9%	(2,065)	(2,065)		
Expenditure	1,521	1,364	(158)	(12)%	2,343	2,323	[13]	Higher catering costs offset by higher revenue in line above and higher staffing costs than budgeted $34k
Napier Conference Centre Total	**181**	**137**	**(44)**	**(32)%**	**278**	**258**		
Napier Municipal Theatre								
Revenue	(303)	(315)	(12)	(4)%	(657)	(657)		
Expenditure	763	741	(23)	(3)%	1,488	1,381		
Napier Municipal Theatre Total	**461**	**426**	**(35)**	**(8)%**	**831**	**724**		
Napier i-SITE Visitor Centre								
Revenue	(296)	(327)	(30)	(9)%	(734)	(734)		
Expenditure	512	546	34	6%	1,121	1,090		
Napier i-SITE Visitor Centre Total	**216**	**219**	**3**	**2%**	**387**	**357**		

Community and Visitor Experiences Financial Summary continues

Figures are shown in thousands ($,000)	Year to Date Dec 2019				Year End			
Net Operating Expenditure	**Actual**	**Revised Budget**	**Variance**	**% Variance**	**Revised Budget**	**Annual Plan**	**Notes**	**Comments**
Kennedy Park								
Revenue	(1,762)	(1,618)	144	9%	(3,929)	(3,929)		
Expenditure	1,668	1,689	21	1%	3,464	3,452		
Kennedy Park Total	**(94)**	**71**	**165**		**(465)**	**(477)**		
Communications & Marketing								
Revenue	-	-	-		-	-		
Expenditure	(5)	3	8		0	0		
Communications & Marketing Total	**(5)**	**3**	**8**		**0**	**0**		
Events								
Revenue	(42)	(31)	11	36%	(36)	(36)	[14]	External sponsorship for New Years Eve event higher than budgeted
Expenditure	348	355	8	2%	557	557		
Events Total	**306**	**325**	**19**	**6%**	**521**	**521**		
Marketing								
Revenue	-	-	-		-	-		
Expenditure	110	144	34	24%	341	341	[15]	Timing variance due to less publications/printing than budgeted.
Marketing Total	**110**	**144**	**34**	**24%**	**341**	**341**		
MTG Faraday Centre								
Revenue	(28)	(26)	2	9%	(52)	(52)		
Expenditure	43	24	(19)	(79)%	48	58	[16]	Insufficient budget for paid staff (shifting from primarily volunteers to Council run)
MTG Faraday Centre Total	**14**	**(2)**	**(17)**		**(4)**	**6**		
MTG Hawke's Bay								
Revenue	(858)	(872)	(14)	(2)%	(1,711)	(1,711)		
Expenditure	2,671	2,609	(62)	(2)%	5,136	5,140		
MTG Hawke's Bay Total	**1,813**	**1,737**	**(77)**	**(4)%**	**3,425**	**3,429**		

Community and Visitor Experiences Financial Summary continues

Figures are shown in thousands ($,000)	Year to Date Dec 2019				Year End			
Net Operating Expenditure	**Actual**	**Revised Budget**	**Variance**	**% Variance**	**Revised Budget**	**Annual Plan**	**Notes**	**Comments**
Housing - Retirement								
Revenue	(923)	(883)	40	5%	(1,765)	(1,765)		
Expenditure	1,186	934	(253)	(27)%	1,874	1,874	[17]	Compliance work for healthy homes legislation has increased expenditure $54k and refurbishment of flats was budgeted in capital expenditure but is largely maintenance costs.
Housing - Retirement Total	**263**	**51**	**(212)**		**109**	**109**		
Housing - Rental								
Revenue	(358)	(357)	1	0%	(714)	(714)		
Expenditure	320	292	(28)	(9)%	588	588		
Housing - Rental Total	**(38)**	**(65)**	**(27)**	**(41)%**	**(126)**	**(126)**		

Community and Visitor Experiences Financial Summary continues

Figures are shown in thousands ($,000)	Year to Date Dec 2019				Year End			
Capital	**Actual**	**Revised Budget**	**Variance**	**% Variance**	**Revised Budget**	**Annual Plan**	**Notes**	**Comments**
Sportsgrounds								
Sportsgrounds - Infra Renewal	355	158	(197)		420	420	[1]	Cost of repairs to asset is being funded from third party on completion of works.
McLean Park Facility Renewals	8	-	(8)		210	210		
Safety Projects/CPTED	-	-	-		10	10		
S/G Development	17	30	13	43%	80	-		
McLean Park Player Facility Upgrade	-	-	-		18	-		
McLean Park Cricket Practice Nets upgrade	-	17	17	100%	189	800		
Neighbourhood Parks Upgrades	15	15	-		17	-		
New Pathways	-	25	25	100%	40	40		
New Shade Areas	-	-	-		20	20		
Park Island - Footbridge	6	-	(6)		-	-		
Park Island Northern Revelopment	536	565	29	5%	2,140	2,140		
Sportsgrounds Total	**938**	**810**	**(127)**	**(16)%**	**3,144**	**3,640**		
Reserves								
Infrastructure Asset Renewal	374	349	(25)	(7)%	1,107	655		
Coastal Erosion	-	-	-		400	200		
Foreshore Planting	14	9	(5)	(59)%	20	20		
Marine Parade renewals	-	100	100	100%	265	265	[2]	Further investigation being undertaken which has delayed start of these projects.
Planting	27	-	(27)		70	70		
Riparian Planting	2	-	(2)		20	20		
Playground Renewals	1	101	100	99%	350	200	[3]	Delayed start to these as designs being finalised - on target for completion at year end.
Reserves Vested Assets	-	-	-		300	300		
Passive Recreation Reserves	187	130	(56)	(43)%	199	-	[4]	Orotu playground completed ahead of schedule.
Whakarire Ave Rock Revetment	10	-	(10)		-	-		
Hardinge Road Erosion	15	7	(8)		307	-		
War Memorial and Eternal Flame	0	-	-		35	-		
Urban Growth	-	-	-		200	200		
Western Hill Pathway development	2	-	(2)		280	280		
Westshore Nearshore Restoration	-	-	-		500	500		

Community and Visitor Experiences Financial Summary continues

Figures are shown in thousands ($,000)	Year to Date Dec 2019				Year End			
Capital	**Actual**	**Revised Budget**	**Variance**	**% Variance**	**Revised Budget**	**Annual Plan**	**Notes**	**Comments**
Ahuriri Estuary Projects	-	-	-		20	20		
Destination Playground Stage 2	9	32	23	72%	100	100		
Reserves Total	**639**	**728**	**88**	**12%**	**4,173**	**2,830**		
Bay Skate								
Bay Skate Renewals	22	18	(3)	(16)%	44	20		
Park equipment	10	5	(5)	(100)%	10	10		
Bay Skate Ramps	1	-			-	-		
Bay Skate Total	**33**	**23**	**(9)**	**(38)%**	**54**	**30**		
Halls								
Halls Renewals	4	23	19	83%	150	150	[5]	Works delayed on Meeanee Hall roof due to further investigations.
Maraenui Com Centre internal refurbishment	10	10	-		30	30		
Minor Capital Items	-	25	25	100%	60	60	[6]	Items included in Maraenui Community Centre refurb Q3.
Halls Total	**14**	**58**	**44**	**76%**	**240**	**240**		
Libraries								
Library Renewals	-	5	5	100%	10	10		
Library Building Renewals	-	6	6	100%	11	11		
Library Stock	136	160	24	15%	360	360		
Robson Collection Donations	1	0	-		1	1		
Napier Library Redevelopment	-	-	-		-	-		
Napier Library Rebuild	8	22	14	64%	1,119	1,011		
Self Issuing Kiosks - Napier	0	-	-		-	-		
Taradale Library Minor Work	-	3	3	100%	5	5		
Minor Capital Items	10	10	-		10	10		
Libraries Total	**155**	**206**	**52**	**25%**	**1,516**	**1,408**		

Community and Visitor Experiences Financial Summary continues

Figures are shown in thousands ($,000)	Year to Date Dec 2019				Year End			
Capital	**Actual**	**Revised Budget**	**Variance**	**% Variance**	**Revised Budget**	**Annual Plan**	**Notes**	**Comments**
Napier Aquatic Centre								
Napier Aquatic Centre I.A.R.	34	30	(4)	(13)%	92	92		
Napier Aquatic Centre expansion	1,065	1,262	197	16%	14,000	14,000	[7]	Project on hold awaiting decision on judicial review.
Napier Aquatic Centre Total	**1,099**	**1,292**	**193**	**15%**	**14,092**	**14,092**		
Marine Parade Pools								
Marine Pde Pools Renewals	-	10	10	100%	20	20		
Ocean Spa Upgrade	98	126	28	22%	400	200	[8]	Replacement of pool lining delayed until after peak tourist season.
Marine Parade Pools Total	**98**	**136**	**38**	**28%**	**420**	**220**		
National Aquarium of NZ								
Aquarium Renewals	242	263	20	8%	365	206		
General Renewals	7	-	(7)		-	-		
Aquarium Expansion Project	-	-	-		-	6,400		
Kiwi Facility Upgrade	28	-	(28)		-	-	[9]	Cost relates to the replacement cost of Kiwi exhibit contaminated soil.
National Aquarium of NZ Total	**277**	**263**	**(15)**	**(6)%**	**365**	**6,606**		
Par 2 MiniGolf								
Par 2 MiniGolf Renewals	-	1	1	100%	46	3		
Par2 Building Renewals	-	2	2	100%	3	3		
Par2 Building Upgrade	-	-	-		100	100		
Minor Capital Items	-	0	-		1	1		
Par 2 MiniGolf Total	-	**2**	**2**	**100%**	**104**	**104**		

Community and Visitor Experiences Financial Summary continues

Figures are shown in thousands ($,000)	Year to Date Dec 2019				Year End			
Capital	**Actual**	**Revised Budget**	**Variance**	**% Variance**	**Revised Budget**	**Annual Plan**	**Notes**	**Comments**
Napier Conference Centre								
CC Renewals	-	30	30	100%	40	40	[10]	Works delayed but scheduled in Q3.
CC Building Renewals	16	40	24	60%	208	105	[11]	Odour control system & stone spalling works delayed.
War Memorial	4	-	(4)		500	1,540		
Minor Capital Items	-	30	30	100%	60	60	[12]	Purchases planned for second half of the year.
Napier Conference Centre Total	**20**	**100**	**80**	**80%**	**808**	**1,745**		
Napier Municipal Theatre								
NMT Renewals	44	55	11	20%	293	132	[13]	Project for BMS air con system replacement delayed.
NMT Building Renewals	-	7	7	97%	14	14		
Replace sound system	184	184	-		238	150		
HVAC	9	-	(9)		-	-		
Minor Capital Items	29	36	7	19%	40	40		
Napier Municipal Theatre Total	**266**	**282**	**16**	**6%**	**586**	**336**		
Napier i-SITE Visitor Centre								
i-SITE building upgrade	-	-	-		-	100		
Minor Capital Items	-	16	16	98%	65	20		
Napier i-SITE Visitor Centre Total	-	**16**	**16**	**98%**	**65**	**120**		
Kennedy Park								
Kennedy Park Renewals	61	80	18	23%	152	100		
Kennedy Park Facilities Renewl	0	-	-		-	-		
KP Building Renewals	82	78	(4)	(5)%	107	107		
Main Ablution Block	88	108	21	19%	710	1,200		
Minor Capital Items	37	18	(19)		20	20		
Kennedy Park Total	**268**	**284**	**16**	**6%**	**988**	**1,427**		

Community and Visitor Experiences Financial Summary continues

Figures are shown in thousands ($,000)	Year to Date Dec 2019				Year End			
Capital	**Actual**	**Revised Budget**	**Variance**	**% Variance**	**Revised Budget**	**Annual Plan**	**Notes**	**Comments**
MTG Faraday Centre								
Seismic Strengthening	-	-	-		300	300		
Minor Capital Items	-	3	3	100%	5	5		
MTG Faraday Centre Total	**-**	**3**	**3**	**100%**	**305**	**305**		
MTG Hawkes Bay								
MTG Renewals	23	28	5	18%	106	80		
CC Building Renewals	-	8	8	100%	23	23		
Minor Capital	53	36	(17)	(47)%	80	80	[14]	New shelving purchased earlier than planned.
MTG Hawkes Bay Total	**76**	**71**	**(4)**	**(6)%**	**209**	**183**		
Housing - Retirement								
Retirement Housing Renewals	167	294	127	43%	782	782	[15]	Refurbishment of flats was budgeted in capital expenditure but is largely maintenance costs
Minor Capital Projects	6	45	39	88%	89	89	[16]	Timing difference only
Housing - Retirement Total	**173**	**338**	**166**	**49%**	**871**	**871**		
Housing - Rental								
Rental Housing Renewals	-	59	59	100%	202	117	[17]	Refurbishment of flats was budgeted in capital expenditure but is largely maintenance costs
Minor Capital Projects	-	11	11	100%	21	21	[18]	Timing difference only
Minor Capital Works - Housing Rental	5	-	(5)		-	-		
Housing - Rental Total	**5**	**69**	**65**	**94%**	**223**	**138**		
Total Capital Expenditure	**4,060**	**4,682**	**625**	**13%**	**28,208**	**34,298**		
Asset Sales	**(2)**	-	-		-	-		

Property Assets

Activities in Property Assets are:

- Property Holdings
- Inner Harbour
- Lagoon Farm
- Parklands Residential Development

Property Holdings

Leasehold Land Portfolio:

Investment Property Portfolio = 74

Residential = 14

This activity is responsible for the management of leases and licences that have been established for parks, reserves, sportsgrounds, and roads, commercial, industrial, and residential properties. The majority of leases within the Leasehold Land Portfolio are perpetually renewable.

It is also responsible for asset management, including maintenance and renewal, of all Council buildings not specifically allocated to other activities.

Inner Harbour

Napier Inner Harbour facilities are located in Ahuriri. The Inner Harbour provides Council owned berthage facilities and the Nelson Quay Boat Ramp, for both commercial fishing vessels and recreational vessels and craft including the Sailing Waka. The Inner Harbour also provides the location for the Napier Sailing Club and the Hawke's Bay Sports Fishing Club, both occupy Council-owned land on a lease basis.

The Inner Harbour provides a channel to the open sea that Council is required to dredge to ensure it remains navigable. The waters within the Inner Harbour are also used by a variety of other water-based users from the wider community, while some of the Council wharves and jetties are used by the public for recreational fishing.

Responsibility for managing the Inner Harbour transferred to the Napier City Council as an integral part of local government reorganisation in 1989. Service delivery has been provided in-house by Napier City Council and includes general enquiries, berth allocation, maintenance, and the operation of the pay to use Nelson Quay Boat Ramp.

Lagoon Farm

The Lagoon Farm activity is a commercial farm operated on the former Ahuriri lagoon bed landholding south of the current estuary channel. This activity covers the costs of land retention and wherever possible provides a supplementary revenue stream to Council while providing a number of other ancillary amenities to the general public and community of Hawke's Bay

The farm currently operates as a sheep farm, with some paddocks leased out for hay cropping on a seasonal basis. The area is zoned "Rural" and as such it can only be used for farming activities.

Parklands Residential Development

The Parklands Residential Development on 120 hectares of former Lagoon Farm land will provide over 350 residential sections for sale during the period 2018-27. The rate of residential development will be driven by market demand.

Property Assets Performance Summary

Property Holdings

Level of Service	Performance Measures	First Quarter	Second Quarter	Target 2019/20	Actual 2018/19	Indicator	Performance Measure Comment
Council manages a portfolio of commercial and leasehold land in accordance with legislation, Council policies and individual lease agreements	Review of Council's Investment Property Portfolio completed regularly	End of Year Measure	End of Year Measure	Review every 3 to 5 years	Achieved	N/A	
Council maintains and renews all Council buildings to ensure buildings remain safe, in good condition and fit for purpose	Buildings comply with Building Act and Health and Safety and hold current warrant of fitness certificates, where required	Achieved	Achieved	Achieved	Achieved	◆	

Inner Harbour

Level of Service	Performance Measures	First Quarter	Second Quarter	Target 2019/20	Actual 2018/19	Indicator	Performance Measure Comment
To provide and maintain Inner Harbour facilities to enable the safe berthing of commercial and recreational vessels	Number of permanent berths	98	98	98 (subject to development of the masterplan for the Inner Harbour)	98	◆	
	Dredging is carried out as required so the channel is maintained to a minimum depth of 2.4m at lowest tide (source: depth sound checks)	Achieved	Achieved	Achieved	Achieved	◆	

Parklands Residential Development

Level of Service	Performance Measures	First Quarter	Second Quarter	Target 2019/20	Actual 2018/19	Indicator	Performance Measure Comment
Council develops residential sections for sale and provide an income stream for Council	Number of sections sold and developed	3 sold	2 sold	50	20 sold, 26 developed	◆	The remaining one section went through three sales processes and therefore wasn't sold in this quarter (it sold in January 2020). 31 sections will be developed and put onto the market this FY (Sage 6) Stage 7 is underway also but will be complete in next FY. Although the Stage 6 sections may be sold, we will receive the 10% deposits this FY with full payment received when we receive title in around October 2020.

Property Assets Financial Summary

Figures are shown in thousands ($,000)	Year to Date Dec 2019				Year End			
Net Operating Expenditure	**Actual**	**Revised Budget**	**Variance**	**% Variance**	**Revised Budget**	**Annual Plan**	**Notes**	**Comments**
Revenue	(3,480)	(3,552)	(73)	(2)%	(20,566)	(20,566)		
Expenditure	3,255	3,368	113	3%	12,535	12,232		
Depreciation	270	237	(33)	(14)%	474	474	[1]	Revaluation of assets in 2018/19 has impacted depreciation for 2019/20.
Net Operating Expenditure	**45**	**53**	**7**	**14%**	**(7,558)**	**(7,861)**		
Lagoon Farm								
Revenue	(412)	(309)	103	33%	(618)	(618)	[2]	Phasing Lamb sales
Expenditure	328	337	9	3%	673	673		
Lagoon Farm Total	**(84)**	**28**	**112**	**>100%**	**55**	**55**		
Parklands Residential Dvlpmnt								
Revenue	-	-	-		-	-		
Expenditure	-	1	1	100%	2	2		
Parklands Residential Dvlpmnt Total	**-**	**1**	**1**	**100%**	**2**	**2**		
Parklands Area 3								
Revenue	(1,334)	(1,666)	(332)	(20)%	(15,855)	(15,855)	[3]	Delay in the sale of the final section from 2018/19. This sale went through in January 2020.
Expenditure	920	1,027	106	10%	9,795	9,795	[4]	Delay in the sale of the final section from 2018/19. This sale went through in January 2020.
Parklands Area 3 Total	**(414)**	**(639)**	**(226)**	**(35)%**	**(6,060)**	**(6,060)**		
Parklands Area 4								
Revenue	-	-	-		-	-		
Parklands Area 4 Total	**-**	**-**	**-**		**-**	**-**		
Cafeteria								
Revenue	-	-	-		-	-		
Expenditure	-	-	-		-	-		
Cafeteria Total	**-**	**-**	**-**		**-**	**-**		

Property Assets Financial Summary continues

Figures are shown in thousands ($,000)	Year to Date Dec 2019				Year End			
Net Operating Expenditure	**Actual**	**Revised Budget**	**Variance**	**% Variance**	**Revised Budget**	**Annual Plan**	**Notes**	**Comments**
Property Support								
Revenue	(0)	(1)	(0)	(76)%	(1)	(1)		
Expenditure	1,112	936	(176)	(19)%	(24)	71	[5]	Insurance premium costs higher than budgeted.
Property Support Total	**1,112**	**936**	**(177)**	**(19)%**	**(25)**	**70**		
Property Holdings								
Revenue	(1,548)	(1,410)	139	10%	(3,710)	(3,710)		
Expenditure	565	630	65	10%	1,263	1,115	[6]	Seismic structural assessments deferred.
Property Holdings Total	**(983)**	**(779)**	**204**	**26%**	**(2,446)**	**(2,594)**		
Civic Building								
Library Building								
Revenue	-	-	-		-	-		
Expenditure	-	-	-		-	-		
Civic Building Total	-	-	-		-	-		
Revenue	-	-	-		-	-		
Expenditure	-	-	-		-	-		
Expenditure	-	-	-		-	-		
Library Building Total	-	-	-		-	-		
Inner Harbour								
Revenue	(184)	(167)	17	10%	(383)	(383)		
Expenditure	599	674	75	11%	1,298	1,048	[7]	Deferred maintenance due to timing of Ahuriri Masterplan being finalised.
Inner Harbour Total	**415**	**507**	**92**	**18%**	**916**	**666**		

Property Assets Financial Summary continues

Figures are shown in thousands ($,000)	Year to Date Dec 2019				Year End			
Capital	**Actual**	**Revised Budget**	**Variance**	**% Variance**	**Revised Budget**	**Annual Plan**	**Notes**	**Comments**
Parklands Area 3	154	-	(154)	(100)%	-	-		
Parklands Area 3	58	-	(58)	(100)%	-	-		
Parklands Area 3	218	-	(218)	(100)%	-	-		
Parklands Area 3	72	-	(72)	(100)%	-	-		
Parklands Area 3	9	-	(9)	(100)%	-	-		
Parklands Area 3	0	-	-		-	-		
Area 3 trans to Inventory	(512)	-	512	100%	-	-		
Parklands Area 4	9	-	(9)	(100)%	-	-		
Area 3A and 4 trans to Inventory	(9)	-	9	100%	-	-		
Seismic Stregthening Council Buildings	8	10	2	20%	176	-		
Assessment & Compliance Projects	-	-	-		1,455	1,150		
Pandora Pond Buildings	-	-	-		250	250		
Minor Capital Items	39	28	(11)	(39)%	45	-		
IH Facilities Renewals	27	27	-		424	2,000		
Ahuriri Masterplan - Iron Pot Public Access	18	48	30	63%	480	300		
Total Capital Expenditure	**92**	**113**	**22**	**19%**	**2,830**	**3,700**		
Asset Sales	-	-	-		-	-		

Support Units

Council has a number of cost centres of a corporate or support nature. These cost centres provide the technical and support services necessary for the function of Council's activities.

Costs of the support services are reallocated to activities either as overheads based on the support each activity receives, or recharged direct on a usage basis.

Support Services include the Services Depot, which provides support for the Utilities and Reserves divisions including a store and mechanical workshop. Design Services provides scientific and technical services to other Council departments ensuring the community receives engineering services of maximum quality and safety.

Support Units Financial Summary

Figures are shown in thousands ($,000)	(34)Year to Date Dec 2019				Year End			
Net Operating Expenditure	**Actual**	**Revised Budget**	**Variance**	**% Variance**	**Revised Budget**	**Annual Plan**	**Notes**	**Comments**
Revenue	(950)	(874)	76	9%	(1,439)	(1,473)		
Expenditure	(1,139)	(1,074)	65	6%	(1,841)	(2,507)		
Depreciation	877	1,003	126	13%	2,005	2,005		
Net Operating Expenditure	**(1,212)**	**(945)**	**267**	**28%**	**(1,275)**	**(1,975)**		

Figures are shown in thousands ($,000)	Year to Date Dec 2019				Year End			
Capital	**Actual**	**Revised Budget**	**Variance**	**% Variance**	**Revised Budget**	**Annual Plan**	**Notes**	**Comments**
Depot General Renewals	13	15	2	13%	47	30		
Depot Building Renewals	9	20	11	56%	39	39		
Lockable storage-more sheds	4	7	2	31%	13	13		
Asset Register Items	3	6	3	48%	13	13		
P & V Renewal Purchases	665	450	(215)	(48)%	900	900	[1]	Plant Purchase on track phasing due to supply delays
Minor Capital Items - Chief Executive	2	20	18	90%	25	70		
Minor Capital Items - Council	50	-	(50)		-	-	[2]	Phones and i-Pads for Elected Members (13)
Software Replacements and Upgrades	6	65	59	91%	470	230	[3]	Capital purchases of software reducing
Minor Capital Items	14	5	(9)		20	-		
Software Replacement & Upgrade	-	-	-		62	-		
Corporate IT Network	-	6	6	92%	13	13		
Technology Equipment Minor Capital	193	223	30	13%	1,155	700		
Total Capital Expenditure	**959**	**817**	**(143)**	**(18)%**	**2,756**	**2,008**		
Asset Sales	**(126)**	-	-		-	-		

Rates and Special Funds Financial Summary

Figures are shown in thousands ($,000)	Year to Date Dec 2019				Year End			
Net Operating Expenditure	**Actual**	**Revised Budget**	**Variance**	**% Variance**	**Revised Budget**	**Annual Plan**	**Notes**	**Comments**
Revenue	(22,245)	(21,506)	740	3%	(43,197)	(43,197)		
Expenditure	(824)	(1,044)	(220)	(21)%	(2,097)	(2,097)	[1]	Audit of rating system has resulted in increased revenue.
Depreciation	-	-	-		-	-		
Net Operating Expenditure	**(23,069)**	**(22,550)**	**519**	**2%**	**(45,294)**	**(45,294)**		

People and Capability Report

Health, Safety & Well-being

Health, Safety & Well-being Initiatives

Staff participated in the following health, safety and well-being initiatives during the quarter.

Month	Initiative
October	• Hearing Screening • Asbestos • Vaccinations
November	• Health Monitoring • Exposure to Asbestos • Hep A&B Vaccinations • Men's health Month • HS Reps Together Forum • Contractor Management Standard Training • Stay Safe (Working Alone) Training
December	• Thriving at Work Workshop • Resilience Workshop • Corruption Awareness • Fatigue

Reported Incidents

Reported Incidents	Oct 2019	Nov 2019	Dec 2019
Lost time injuries (LTIs):	0	1	0
Medically treated injuries (MTIs):	3	3	1
Total recordable injuries (MTIs + LTIs):	3	4	1
Near miss/hit & property damage reporting	13	8	7
Incidents Involving Public using our facilities	13	5	8
Significant Incidents or Accidents involving Contractors	0	1	1

Health & Safety Training

63 staff completed the following H&S training during the quarter to 31 December

Compliance Courses	Staff #
First Aid	22
Confined Space	3
Fire Wardens	1
STMS	1
Traffic Control	3
Aggressive Customer Training	17
Site Safe Basic	10
Hazardous Substances	6
Total Staff Trained	**63**

People and capability report continues

People

Values Awards

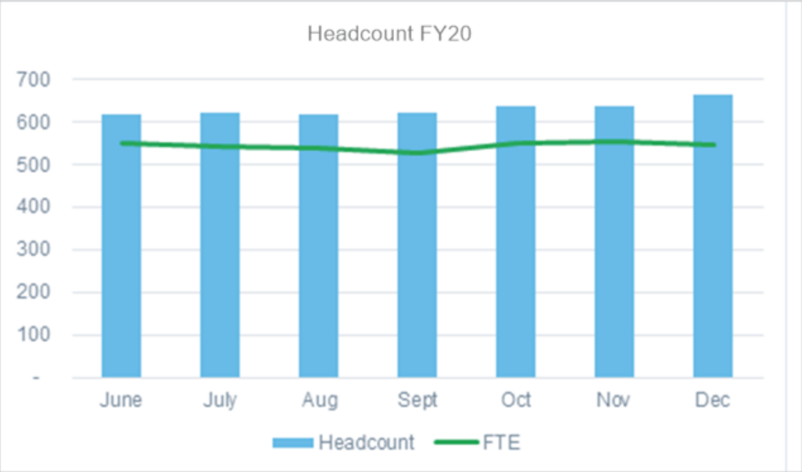
Each quarter, staff nominate work colleagues who they believe demonstrate Napier City Councils core values of Integrity, Community & Customer and Excellence.

Ten individuals and three teams were recognised from 43 nominations by colleagues during the quarter ended 31 December 2019.

Employee Numbers

Staffing Levels	As at 31 December 2019
Permanent Employees (Headcount)	569
Full time equivalent (Permanent)	546
Casual Staff (Headcount)	96

The chart below includes permanent, fixed term and casual staff. The increase in December reflects the seasonal increase in casual staff.



Staff Turnover – Permanent Staff

Year to Date	Q2	Rolling* YTD
Staff Turnover	3.91%	17.04%
Voluntary Leavers	22	

For context Local government average voluntary turnover is 17%. National average staff turnover is 20.5% (Lawson Williams).

* Rolling YTD Dec 2018 to Dec 2019

22 people left Napier City Council between 1 October and 31 December 2019. Of those four people retired, one deceased, two were dismissed and one work visa expired.

21 people joined Napier City Council between 1 October and 31 December 2019, and 9 people had a change or role or employment status.

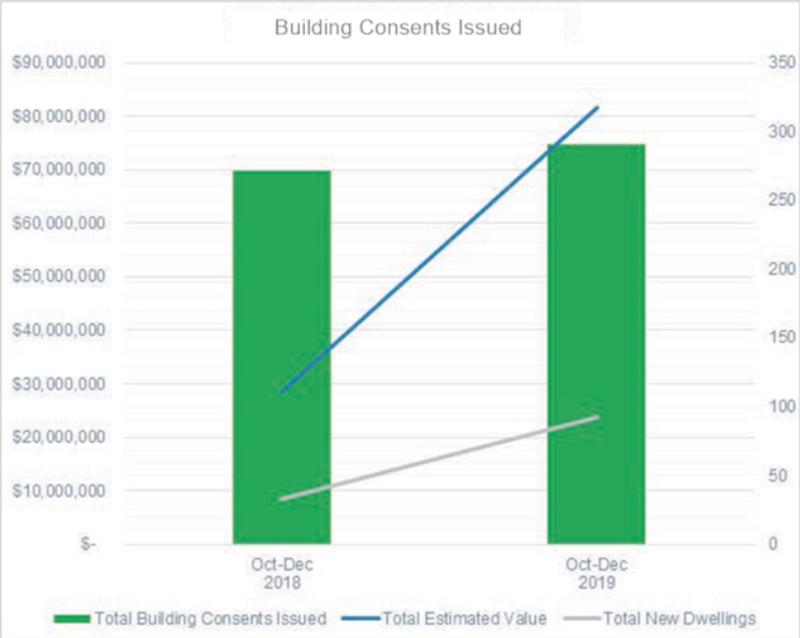
Personal Grievance Claims

There were no personal grievance claims in the second quarter of FY20.

City Strategy Regulatory Activity Report

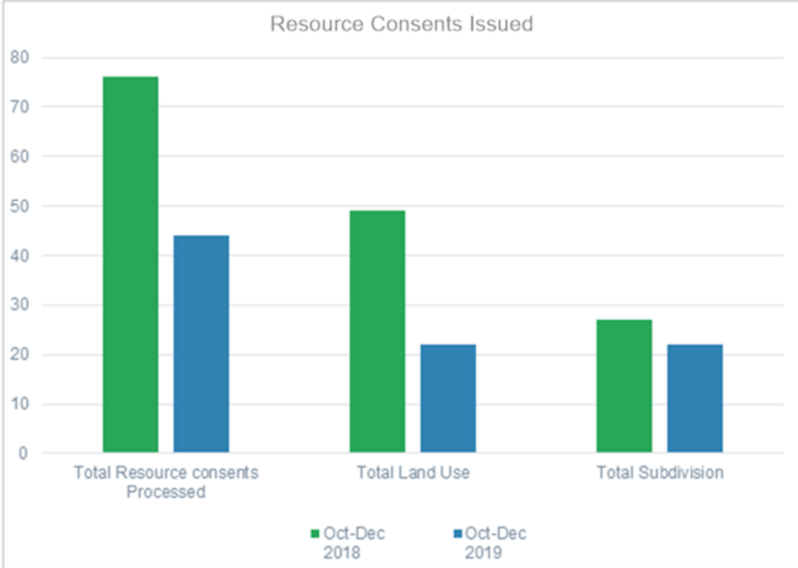
Building Consents

Building consents activity for the quarter saw a total of 291 building consents issued with a total estimated value of $81,607,826 which also included 93 new dwellings. The figure below shows an increase with the previous year.



Resource Consents

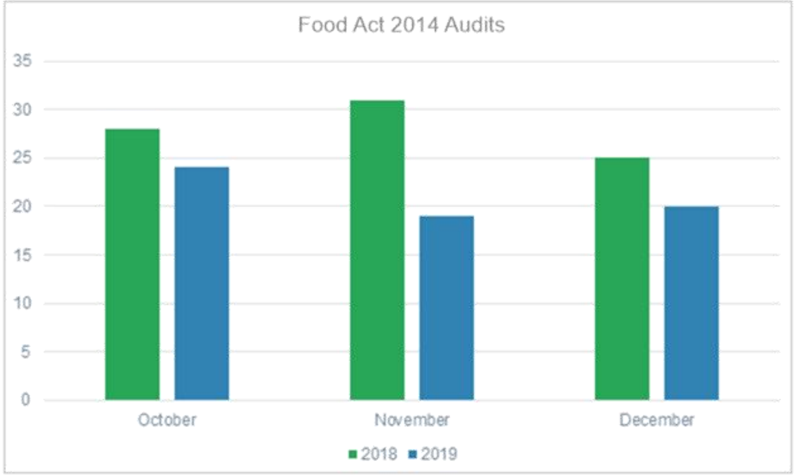
This quarter saw a total of 44 Resource Consents (22 subdivision & 22 land use) approved, with 100% of these applications being processed within statutory timeframes.



City strategy regulatory activity report continues

Food Act 2014

A total of 63 audits were completed during October to December 2019.

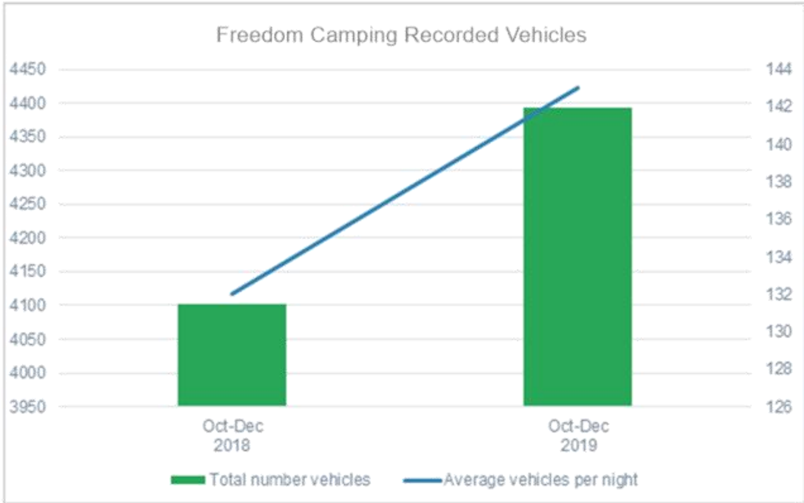


Requests for Service Environmental Health

261 service requests were received for Environmental Health related activities for the quarter. Some of these service requests related to; bylaw related requests - 28, animal nuisance - 12, fire control - 7, other nuisance - 35.

Freedom Camping

For the quarter there have been a total of 4,393 recorded freedom camping vehicles, which is an increase of 292 vehicles in comparison to the same quarter in 2018. The average number of vehicles per night was 46 in October and November and 51 in December.

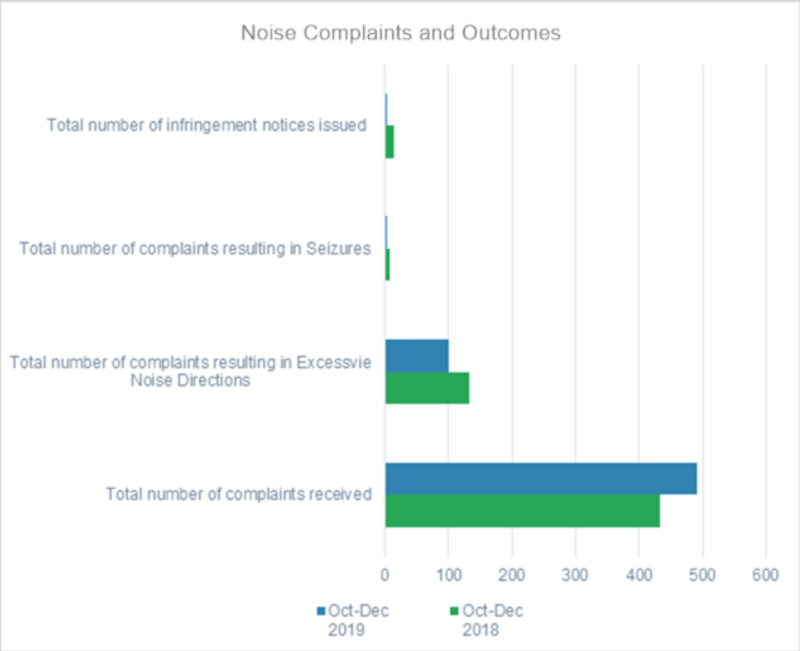


Monitoring of the sites continues with officers educating and encouraging compliance by the campers. Twice nightly patrols occur for each site to ensure vehicles are complying with the bylaw, and moving those who are non-compliant on to correct locations.

221 infringement notices were issued during the quarter with the most common offence being for non self-contained freedom camper failing to park in allocated freedom camping parks, being 72 infringement notices issued. Other offences included; freedom camping in a restricted area - vehicle not self-contained, 62; self-contained freedom camper camped outside designated area, 49; freedom camping more than 10 nights in any 30-day period, 3.

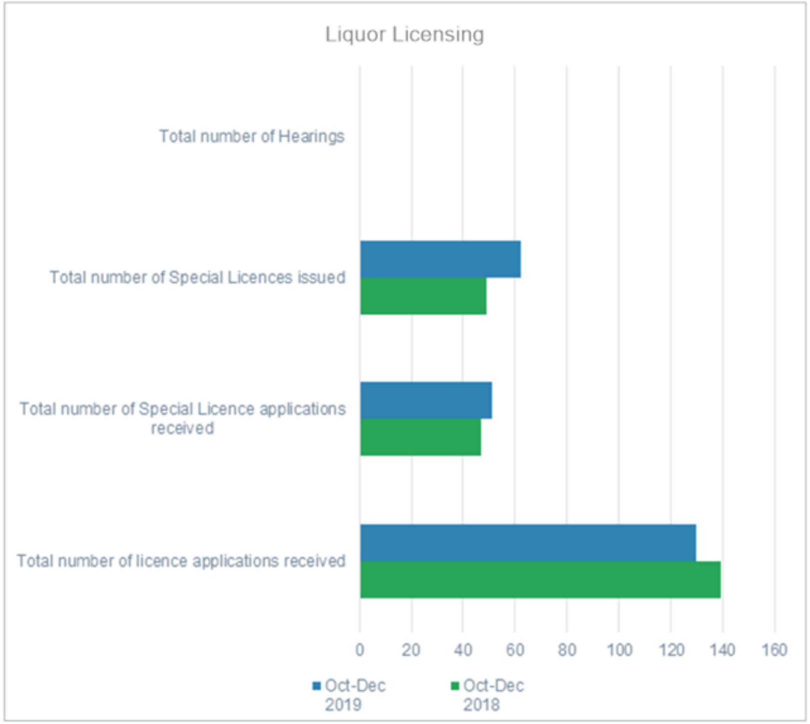
Noise Control

492 noise complaints were received between October and December 2019. 100 of these complaints resulted in Excessive Noise Directions (END), 4 complaints resulted in seizures and 3 infringement notices issued for noise related offences.



Liquor Licensing

There has been a steady volume of liquor licensing applications this quarter, with a total of 130 licenses received. Of this, 51 applications were for Special Licenses. There were no hearings held or temporary liquor bans imposed during this quarter.



City strategy regulatory activity report continues

Parking

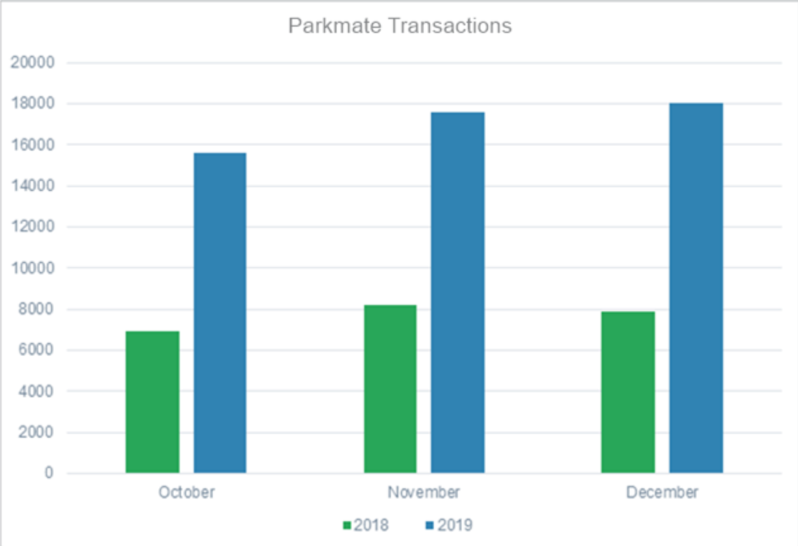
4,625 infringement notices were issued for the quarter, which was a 255 increase for the same quarter in 2018. Of which, 1,356 (29.3%) have been paid and 240 (5.2%) notices have been cancelled.

The most common offence for this quarter was parking over the time limit by less than 30 minutes.

Park mate

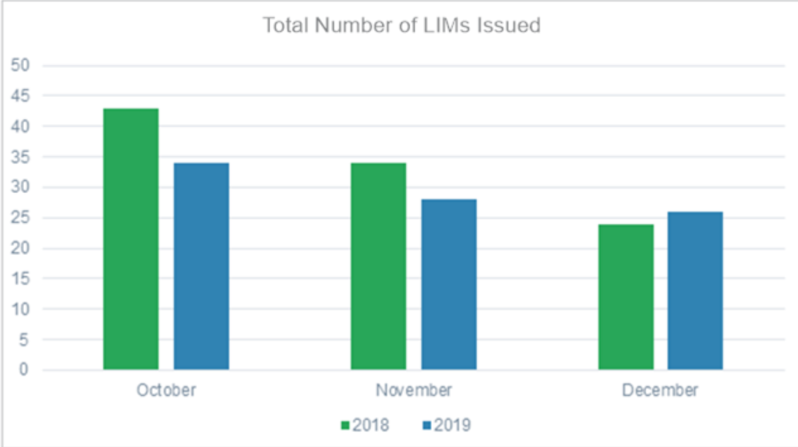
The total transactions was 15,629 for October, 17,606 for November and 18,035 in December. This is a continual increase of over 50% from the same quarter last year, indicating higher take up of the Park Mate payment options by users.

The most popular car park this quarter was Dickens Street East, which saw 4,439 transactions in total.



Land Information Memorandum (LIM)

This quarter a total of 88 LIMs were issued, which is a slight decrease from 101 LIMs issued in the same quarter in 2018.

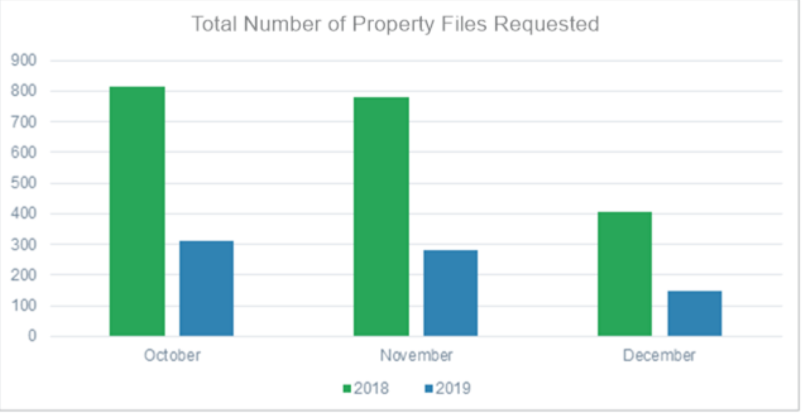


City strategy regulatory activity report continues

Property File View

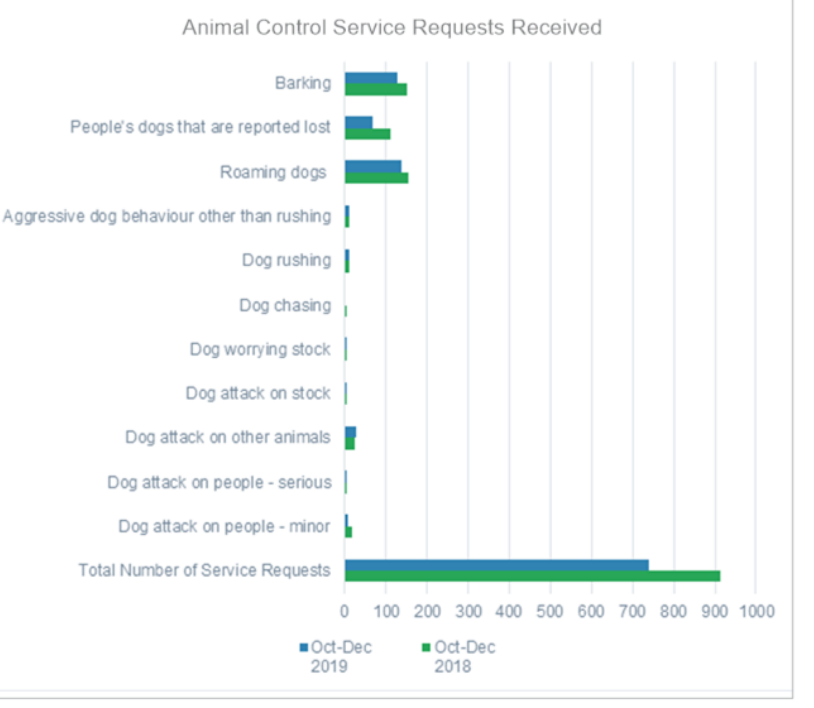
741 property files were requested throughout this quarter, compared to 1,999 requests in the same quarter in 2018. This is due likely to the new digital property file fee coming into effect.

The most popular street was Guppy Road in October, Vigor Brown Street in November and Kennedy Road in December.



Animal Control

From October to December 2019, 738 service requests were received, being a decrease of 175 requests from the 2018 quarter. Of these requests, 139 were for dogs roaming, 129 were for barking dogs, 139 for reporting roaming dogs, and 7 were in relation to dog attack on people – minor. The remainder of the requests were related to information requests and related dog behaviour.

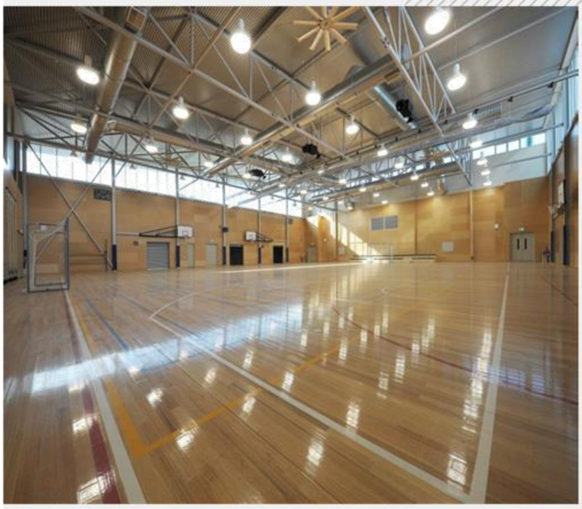


There were 9 reports of dog attacks on humans, two of which were serious. There were 27 reports of dog attacks on other animals or stock. Each of these reports were investigated and appropriate action was taken.

During this quarter 73 infringement notices were issued.

166 dogs were impounded and of these dogs, 84 dogs were returned to owner, with 1 owner prosecuted. There were also 4 dogs rehomed, and 102 dogs euthanized in this quarter. The reasons for euthanizing impounded dogs vary from dogs being surrendered by the owner, court order, aggressive or behavioural issues and unable to be rehomed, classified as menacing and not suitable for rehoming, carrying parvovirus, came into pound in poor health and euthanized on humane grounds.

NAPIER
CITY COUNCIL
Te Kaunihera o Ahuriri



aurecon

National Facilities Strategy for Indoor Sports

FINAL

Reference: 232013

Prepared for: Sport New-Zealand

Revision: 4

20 November 2013

Leading. Vibrant. Global.
www.aurecongroup.com

Document control record

Document prepared by:

Aurecon New Zealand Limited
Level 1, 102 Customhouse Quay
Wellington 6011
PO Box 1591
Wellington 6140
New Zealand

T +64 4 472 9589
F +64 4 472 9922
E wellington@aurecongroup.com
W aurecongroup.com

Document control							aurecon
Report title		FINAL					
Document ID			**Project number**		232013		
File path		P:\232013\Delivery\Indoor Sports\20131114 Sport NZ National Indoor Facilities Strategy -FINAL (4).docx					
Client		Sport New-Zealand	**Client contact**		Robert Kennedy		
Rev	**Date**	**Revision details/status**	**Prepared by**	**Author**	**Verifier**	**Approver**	
1	22 January 2013	Consultation Version	IJR	IJR	JJW	JJW	
2	10 July 2013	For Consultation	JJW	JJW	JJW	JJW	
3	4 September 2013	Revised Version	JJW	JJW	JJW	JJW	
4	20 November 2013	FINAL	JJW	JJW	JJW	JJW	
Current revision		4					

Approval			
Author signature	JJW	Approver signature	JJW
Name	Jason Wozniak	Name	Jason Wozniak
Title	Technical Director	Title	Technical Director

Contents

Appendices

Appendix A

Decision Making Framework

Appendix B

Toolkit of Indoor Development

Appendix C

Methodology

Appendix D

International Models

Appendix E

Overview of Network

Appendix F

Summary of Consultation with National Sporting Organisations

Appendix G

Population based estimates of changes in demand

Appendix H

Competition between Different Sport Users

Appendix I

Respective roles of agencies

Appendix J

Facilities Database

Tables

1. Executive Summary

Sport New Zealand (Sport NZ) commissioned this Strategy to provide guidance and direction in the development of facilities for indoor sports on a national basis. The National Facilities Strategy for Indoor Sports aims to provide a framework for developing facilities which are appropriately scaled and located to meet the needs of users locally, regionally, nationally and internationally.

The key aspects of the methodology were:

- Identify the needs of the sector.
- Identify the current state of provision.
- Identify the trends.
- Assess any gaps in provision and what the future needs might be for both competitive sport and community use.

Key Findings

The following points summarise the key findings of this Strategy.

Community Network

- There is generally existing capacity within the network with the exception of Auckland, Canterbury, Gisborne, Hawkes Bay and Northland.
- A strategy of adapting existing facilities to meet the needs of an aging population in other regions is required, as is also a facility by facility approach to ensure that utilisation and access opportunities are maximised.
- There is currently an existing shortfall of three or four multi-court facilities in the Auckland Region. To address this issue, local analysis should be carried out to determine the most suitable facility mix to meet the community needs and allow for future provision.
- Ensure the proposed Christchurch Metro Sports Facility provides sufficient capacity for the needs of the region. Beyond this, a further multi-court facility in the Christchurch region providing a range of indoor facilities may be required to align with the projected demographic growth in the region. This will depend entirely on the final configuration of the Metro Sports Facility but will ultimately address community access in the suburban areas.
- Additional facilities may be required in the Gisborne and Hawkes Bay regions to address current shortfalls and dependence on the school network. However, consideration has to be given to the facility management model adopted in these regions as part of the local needs analysis.
- One multi court facility is required in Northland to reduce the dependence on the school network.
- The overall provision of indoor facilities is fairly consistent between urban and provincial areas.
- School facilities provide 59% of the total network making the Ministry of Education the major provider of indoor courts in almost all regions.
- The demand for indoor facilities is highly dependent on the age profile of the community. The regions with static but ageing populations are likely to have a declining demand for indoor facilities.

Nationally, New Zealand currently appears to have around 30 courts more than the benchmark estimate of 1 per 9,000 residents would indicate as appropriate. However, the national figure masks regional differences. The Auckland and Canterbury regions have a shortfall which is offset by an oversupply in Wellington, Taranaki and Southland.

Over the next twenty years Auckland will continue to lead the demand, needing a further 17 courts in addition to the current 24 court shortfall. However, the Auckland region is also dealing with the growth of immigrants, and a more diverse cosmopolitan mix. This may place changing demands on facilities with many of the indoor sports sought by recent immigrant populations, particularly Volleyball, Badminton and Futsal.

In other regions there is minimal variation in demand from population changes, with less than one court growth in all regions other than Auckland. This means the there is a risk that the distribution of facilities will be more skewed by the population changes unless new courts are added to growth areas.

Competitive Network

- There appears to be a sufficient supply of international event facilities in New Zealand.
- There is a requirement for additional national and regional competitive facilities in Auckland – which should be provided as an extension to the community level facility provision (as mentioned above).
- Monitoring and general support for the GymSports initiative for a national movement and excellence centre.

The current provision of international-level facilities is appropriate for the needs of the sector. The number of international level venues is slightly higher than the needs of the sporting requirements, but these facilities also cater for a variety of non-sporting uses, such as concerts and shows.

A number of other sporting codes may be growing quickly and may attract international competitions in the future. These include: Futsal, Volleyball and GymSports. However, it appears unlikely that the spectator demand will exceed 3,000 and therefore there is a raft of venues which could host these events. Effectively these are catered for by regional level facilities.

The sporting facilities need to be adaptable to the changing needs of different indoor sports codes including a number which are growing in popularity.

Additional findings

- There are 94 indoor sports facilities across the country providing 216 courts between them. As a national average this equates to one court per 21,000 people.
- Local authority managers tend to have a good understanding of the maintenance planning, but recognise that funding for the eventual replacement of a facility is not considered or understood. From the initial concept stage there needs to be a better understanding of the "whole of life" costs of the facility.
- Generally local authorities have had a focus on event and entertainment centres rather than facilities which meet the needs of regional and community sports and which allow tournaments or multiple games to be played at once. Going forward there will be an even greater need to develop multi-use flexible facilities in response to the need to generate long term sustainable (financial) outcomes.
- There are opportunities for local authorities and other asset owners (such as Community Trusts) to adapt existing facilities as a national base for some indoor sports, especially where there are potential linkages to expand services offered including the examples of sports science or tertiary education.
- The existing network may not meet the needs of an aging population and considerations for improved access and aligned programmes have to become standard practice to attract participation amongst an older age group. This also creates greater opportunities for asset owners with potential additional income streams.
- For most areas of New Zealand the adaption and redevelopment of existing facilities is a far greater priority than additional facilities.
- There is a need to improve flexibility in the network to allow a greater variety of sports to be played indoors.
- There is a need to ensure technical understanding of facilities is available when developing assets. Lessons learned from other facilities should be made available throughout the network, especially in smaller centres. Therefore it is recommended Sport NZ continue to gather and develop information on Indoor Sport facilities in New Zealand that can be used to help guide future planning and development decisions.
- There is commonly confusion with stakeholders and charitable agencies around the role that the facility will have in the wider network. The role of any new facility needs to be fully understood so that any new development compliments and supports the existing network.
- The development of facilities represents a significant capital investment from the funders and there is a danger of the process being captured by specific interest or sporting groups which are transferring the cost of their sporting interests to the wider community.
- The development of facilities needs to be focused on the functional capacity required in that component of the network, rather than iconic facilities.

To assist, we have prepared a Decision Making Framework and a Toolkit for Facility Development which should be used by any organisation planning to establish or redevelop an Indoor Sports Facility. This sets out the steps to be taken to ensure that the key issues are assessed and addressed.

2. Introduction

2.1 Overview

Sport New Zealand (Sport NZ) commissioned this National Facilities Strategy ("The Strategy") to provide guidance and direction in the development of facilities for Indoor Sports.

The Strategy evaluated the current provision of indoor court facilities, future trends and needs. It reviewed the various needs of indoor sports including Volleyball, GymSports, Badminton, Basketball, Futsal and Netball. It also consulted with organisations with a strong interest in indoor facilities such as High Performance Sport New Zealand (HPSNZ) and local authorities.

This Strategy aims to provide a framework and guidance to assist in developing the greatest efficiency in the facilities network which meets the needs and aspirations of the New Zealand public. It is not intended to be a directive of the appropriateness of current facilities in explicit locations, rather it is intended to act as a catalyst for "good practice" in the future provision of indoor sport facilities.

The final Strategy delivers a pathway for future priorities for the indoor sport facilities. It is Sport NZ's intention that this will be a working and relevant strategy that supports a range of key stakeholders including local authorities, asset owners, regional sports trusts, sporting organisations, tertiary educational organisations and a variety of funding agencies. The Strategy aims to give decision makers and investors of indoor sports facilities a clear guide on where the needs are: what are the priorities for investment across the country; and how the sporting facility network should function together.

The Strategy set out to achieve the following three main aims:

- To provide a framework for developing indoor sports facilities which are appropriately scaled and best located to meet the needs of all stakeholders, locally, regionally, nationally and internationally.
- To provide a framework and guidance to assist in developing world class best practice in the indoor sports facilities network which meets the needs and aspirations of the New Zealand public.
- To recommend a pathway for future priorities.

Sport NZ's intention is that The Strategy provides leadership and guidance to key stakeholders and that it will work with Councils' long term community consultation processes (LTCCP) and sport specific facility plans for now and the future.

2.2 Key Objectives

The Strategy has the following key objectives:

- The Strategy provides a picture of current and future needs for indoor sport facilities and the "user" sports associated with them.
- The Strategy looks at the challenges and potential solutions of providing indoor sport facilities for both competitive sport and leisure use. As part of this, it works to understand the future needs of both the sporting codes and the wider community.
- The work also highlights the current state of assets in the indoor facilities network and makes suggestions on the potential future investment priorities.
- It highlights priority areas for future indoor sport space which takes into account regional challenges, demographic changes and sport participation level trends. This is assessment-based and appropriate for the needs identified in The Strategy.
- It identifies the current gaps in provision and possible future needs of indoor sport facilities which may be sport specific.

- It reviews the utilisation of indoor space within sports facilities and how this is currently being programmed. It also makes recommendations and suggests “best practice” for utilisation of indoor space could be improved and organised more efficiently.
- The project takes a strategic overview and ensures it aligns and informs alongside the range of Council Long Term Plans, sport specific strategies and other relevant plans.
- This work promotes that indoor sport facilities provision should be inclusive and accessible to all.

2.3 Methodology

The predominant approach for the methodology was to focus on the needs of the sector before investigating the facilities available. The intention was to understand the drivers for the use of facilities and the usage trends that are developing with time. The needs were then compared to the existing facilities to identify the gaps. The key aspects of the methodology were:

- Identify the needs of the sector.
- Identify the current state of provision.
- Identify the trends.
- Assess any gaps in provision and what the future needs may be.

A full description of the Methodology is included as Appendix C.

2.4 Establishing a New Zealand appropriate framework

A review of international models was undertaken (refer to Appendix D) to assist in determining appropriate benchmarks for the provision of sporting facilities. In adopting overseas examples, care was taken to consider the scale of the population and its geographic spread over a relatively large areas to ensure that the application of any international benchmarks were appropriate.

This looked at the way agencies comparable with Sport NZ, operated in Australia, the United Kingdom and the USA. A discussion of the respective role of funding and development agencies is provided in Appendix I. Both the infrastructure of sporting assets, and the management processes around them reflect the scale of the nation. The key findings from the research were:

- **Emphasis on Sharing Experiences and Information:** There are strong legislative requirements in the local authority sector to ensure transparent costing in all of its projects. The opportunity arises for national independent organisations such as Sport NZ to provide guidance and benchmarks to support decision making.
- **Co-operative Models:** New Zealand’s population distribution makes achieving critical mass for the development of assets in some locations difficult. This applies to a range of assets but also includes services (territorial authority and national levels) such as health, education and social services. In some instances a development which is not viable for a community (due to demand based on a limited population catchment) may be viable if it can share with other users including tertiary education institutes, military bases, schools or private facilities (to increase utilisation). The outcome is to seek to maximise co-operation and partnerships in all aspects of delivering a service (including assets).
- **National Co-ordination and Guidance**: There is a tension between funding community assets (typically a territorial authority responsibility) and the use of these assets (competitive needs versus community needs versus minimising operational funding deficiencies). This creates a clear role for Sport NZ to provide leadership on both the location and functionality of indoor facilities for competitive sport and community use.

2.5 Current Roles

A detailed analysis of the respective roles of agencies in the sports sector is provided in Appendix I.

The provision and use of indoor sport facilities is a complex and interrelated relationship between various key stakeholders. These organisations share a common commitment to the sporting and recreation needs of all New Zealand communities. However, understanding how the stakeholders interrelate and the respective roles the key decision makers play in developing and operating indoor facilities is pivotal. There is often tension arising between interested parties as they each have their own needs and perspectives. The key stakeholders and their primary roles include:

- **Sport NZ**, leadership in the sector
- **Local authorities**, asset developers (funders), owners and operators
- **National and Regional Sporting Organisations**, leadership of their sports
- **Funders, trusts and charitable organisations**, funders for asset development
- **Ministry of Education**, asset owner and operator

3. Current Network of Indoor Sport Facilities

3.1 Overview of Network

The current network of indoor sport facilities in New Zealand comprises of some facilities that are nearly 100 years old. However more commonly it reflects the nations' focus on developing social infrastructure in the 1960's and 1970's with further, more recent (last 20 years) focus on the development of entertainment venues.

At a strategic level the existing network reflects local authorities building facilities to meet social demands at the time, namely indoor sports facilities responding to the rapid population growth in the 1960s and 1970s. The network further reflects the historical territorial authority structure (large number of smaller territorial authorities) which results in a reasonably high number of smaller facilities. Interestingly, the network also reflects the impact of interest groups influencing local authority decisions and this is represented by higher (and lower) facility spends distributed throughout the regions (as demonstrated via variations in territorial authority budgets).

In some ways the network has been organic, changing to meet different social needs with a range of facility offers and associated programmes. The current facilities network, while giving an overview of where facilities are available does not reflect the diversity of programmes or activities undertaken at these facilities. The indoor sports facility network continues to evolve and this Strategy is a "point in time" picture of the network.

3.2 Current Indoor Sports Facilities

In developing an understanding of the network we reviewed and extended the various existing databases for indoor sports facilities[1] and this included specific research and consultation when required.

In addition to looking at council indoor facilities, we looked at gymnasiums within the Ministry of Education network[2]. Ministry of Education facilities are driven by different funding and operational models (when compared to other facilities) and thus have been considered separately from the other more readily available (to the community) community indoor facilities, such as facilities owned by councils and trusts.

The overall focus is to establish policy guidelines and strategies at a national level, rather than identify issues at a local level. Therefore the focus was on the critical elements required to inform strategy development.

3.3 Summary of Network

3.3.1 Community Facilities

The following table shows the number of existing indoor courts in each region. The number of courts is based on the number of Council and in some regions privately owned full sized netball/basketball courts in each facility. We are using FIBA regulations which are 28 m by 15 m and netball dimensions of 30.5 m by 15.25 m as a guide but have included some facilities which differ marginally in size but bring benefit to the sporting network. Indoor fitness and recreation facilities with either smaller courts (not regulation size) or no courts were not included. Similarly, outdoor courts associated with the indoor facility were excluded. The focus was on indoor court provision.

[1] The database included comparative study on models or management commissioned by Auckland Council and Netball New Zealand' s list of training and competition facilities and recent work by Freeman Associates on facility management options.
[2] Developed from the Ministry of Education PMIS database.

Provision of community indoor facilities by region				
Region	**Population**	**Number of Facilities[3]**	**Number of Courts**	**Number of People per Court (1,000)**
Northland	158,700	1	3	53
Auckland	1,529,300	31	52	29
Waikato	418,500	7	11	38
Bay of Plenty	278,100	7	20	14
Taranaki	110,500	4	8	14
Gisborne	46,700	1	1	47
Hawke's Bay	155,000	4	8	19
Manawatu-Wanganui	232,700	3	15	16
Wellington	492,500	9	28	18
Tasman	48,600	4	5	10
Nelson	46,800	3	8	6
Marlborough	45,900	1	3	15
West Coast	32,700	1	2	16
Canterbury	566,000	12	22	26
Otago	213,200	4	15	14
Southland	94,800	2	15	6
Total New Zealand	**4,470,000**	**94**	**216**	**21**

Table 1| Provision of community indoor facilities by region

There are 94 indoor sports facilities across the country providing 216 courts between them. As a national average this equates to one court per 21,000 people.

In Gisborne, which has no council owned facilities, the YMCA Gisborne has been included in the data as this facility supports the community network. Northland is the least well supplied region in the country, with 53,000 people for every indoor court. The Waikato region is interesting in its prevalence towards event centres which may not support the community network, but target more regional and national level competitions and entertainment performances.

Nelson and Southland are very well catered for with around-6,000 people for every indoor court. Stadium Southland which at the time of writing this report is undergoing development so 7 courts are not currently operational of its normal 11. However these have been included in the data as the opening is forecasted for early 2014. Stadium Southland, with its 11 courts, which has an impact on lowering the average for the entire region.

For the Canterbury region due to earthquake damage Lyttleton Recreation Centre and the three court venue at QEII have been closed and were not included as part of the community facility network. However, a decision was made to include the EA networks centre in Ashburton which is due for completion in mid-2015, due to its impact on the network.

Although the average size of the facilities is two courts, the country has 9 facilities that have four or more courts. The most significant facilities being Stadium Southland (11 courts but currently only 4 operational), and Wellington's ASB Sports Centre (12 courts).

[3] Whilst every care and attention has been taken to ensure all the data provided is accurate, we are aware that there are other community facilities that may exist. These may have been excluded for not meeting the criteria in terms of court dimensions, or sporting codes generally feeling they didn't support their community network. Similarly some venues in school or tertiary education have been added where they are regularly used by sporting codes

The table below demonstrates that the overall provision of indoor facilities is fairly consistent between urban and provincial areas. The provision varies between the North and South Islands with provincial South Island areas especially outside of Otago being very well catered for when compared to the national average.

Summary of provision of indoor facilities by regional type	
Area	**1,000 People per Court**
Major Metropolitan Centres[4]	25
Provincial North Island	22
Provincial South Island	10
New Zealand	**21**

Table 2| Summary of provision of indoor facilities by regional type

3.3.2 Ministry of Education Facilities

In addition to the above, school facilities make up a large proportion of the total indoor courts in all regions. The following table shows the distribution of one and two court gyms by region and compares the total number of school courts to the population. However, for many rural areas in the country these school sports facilities are a vital part of the sporting network. These courts have been included in the table below.

Provision of school gyms by region			
Region	**Population**	**Number of Courts**	**1,000 People per Court**
Northland	158,700	15	11
Auckland	1,529,300	94	16
Waikato	418,500	26	16
Bay of Plenty	278,100	21	13
Taranaki	110,500	7	16
Gisborne	46,700	4	12
Hawke's Bay	155,000	17	9
Manawatu-Wanganui	232,700	16	15
Wellington	492,500	39	13
Tasman	48,600	4	12
Nelson	46,800	5	9
Marlborough	45,900	3	15
West Coast	32,700	1	33
Canterbury	566,000	33	17
Otago	213,200	16	13
Southland	94,800	10	9
Total New Zealand	**4,470,000**	**311**	**14**

Table 3| Provision of school gyms by region

Based on this data, the school network provides a larger percentage of the total indoor courts in New Zealand. The school facility average of one court per 14,000 people compared with 21,000 people per courts for Council and privately owned facilities.

[4] Metropolitan regions included Auckland, Bay of Plenty, Waikato, Wellington, Canterbury and Otago.

Two court gyms tend to be concentrated in the urban centres with 78% of two court school gyms located in Auckland, Waikato, Bay of Plenty, Wellington and Canterbury. However, overall the urban centres have fewer school courts per head of population than the provincial areas.

School facilities provide 59% of the total network making the Ministry of Education the major provider of indoor sports courts in almost all regions. The school network is integral to the way that indoor facilities are used, and school indoor courts are commonly used for regional level games and as training venues for high performance teams. The following table shows the combined provision of school gyms and council facilities by region.

Combined provision of indoor courts by region			
Region	**Number of Council Courts**	**Number of School Courts**	**Total Number of Courts**
Northland	3	15	18
Auckland	52	94	146
Waikato	11	26	37
Bay of Plenty	20	21	41
Taranaki	8	7	15
Gisborne	1	4	5
Hawke's Bay	8	17	25
Manawatu-Wanganui	15	16	31
Wellington	28	39	67
Tasman	5	4	9
Nelson	8	5	13
Marlborough	3	3	6
West Coast	2	1	3
Canterbury	22	33	55
Otago	15	16	31
Southland	15	10	25
New Zealand	**216**	**311**	**527**

Table 4| Combined provision of indoor courts by region

In some areas a large portion of the provision of indoor courts is provided as part of the school network and the result is that to the school network works to greatly reduce the disparity between regions.

3.4 Maintenance and Configuration of Facilities

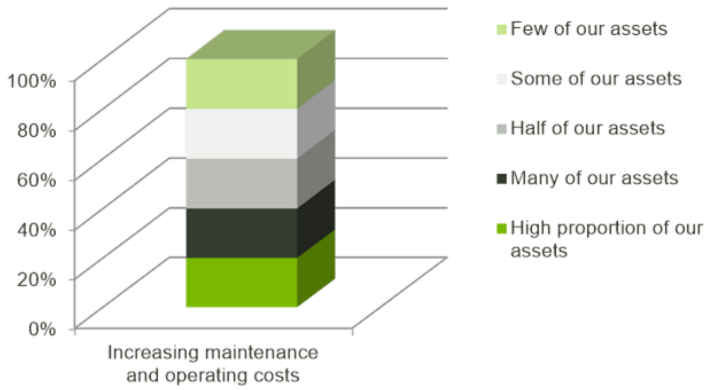
3.4.1 Maintenance

Our survey of local authority managers highlighted some issues within the network.

Local authorities have increasingly needed to provide asset management plans as part of the financial requirements under the Local Government Act. Evidence from Local Government New Zealand (LGNZ) and New Zealand Audit suggests that there is now significant rigour compared to many other public sector assets. Within the survey, most local authority managers expressed confidence in their understanding of the asset issues they faced. When asked "We have a good understanding of future maintenance issues" 50% 'strongly agreed' and a further 40% 'agreed'. The issue is therefore not the understanding of the maintenance problems but understanding how these will be addressed and financed in the future.

When asked what the major issues with their asset portfolio were, 60% said that "Increasing maintenance and operating costs" was an issue for half or more of their assets.

Graph 1: Major Issues with Local Government Asset Portfolio



The overall conclusion is that local authority managers tend to have a good understanding of the maintenance planning, but recognise that funding for this maintenance and the eventual replacement of a facility is not well planned or understood. Going forward more work and consideration will have to be taken in determining the "whole of life" costs of any new facility as part of the initial investment decision.

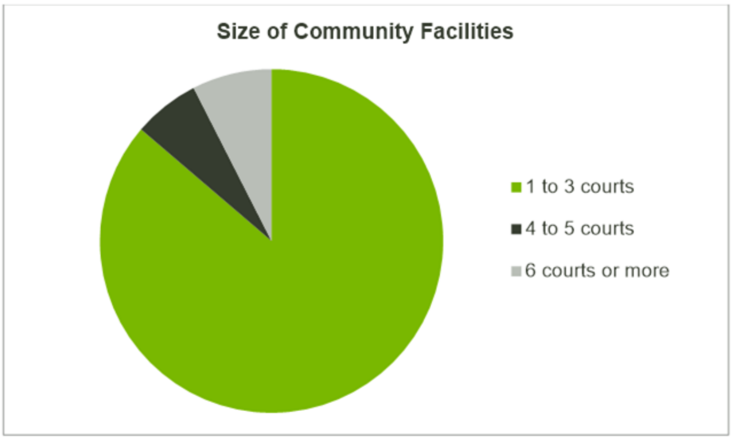
3.4.2 Configuration of sports facilities

Indoor sports are skilled at adapting open indoor spaces to their requirements. For the majority of sports the requirements are largely around sprung floors to reduce injury (and this is a trend moving forward). For a number of sports, lighting standards are also important. However, generally the facilities can be adapted to meet the needs of the sport. The most significant implication for the ability to use a facility is the number of courts.

How sports facilities perform is key to increasing utilisation levels with community and competition organisers reliant on well-designed facilities that can meet the needs of all the users. Our research has highlighted that focusing on providing significant flexibility in the main sporting requirements (court layouts and changing rooms) goes a long way to ensuring that the facilities are well utilised.

The following chart shows the size (number of courts) of community indoor sport facilities.

Graph 2: Size of Community Facilities



Of the country's 94 indoor sport facilities a vast majority have between one and three courts. Across the country only seven facilities have 6 or more indoor courts. These are located in Auckland, Hamilton, Tauranga, Palmerston North, Wellington, Invercargill and Dunedin.

3.5 The Current Competitive Facility Network

3.5.1 Existing Competitive Facility Network Hierarchy

The current hierarchy of indoor sporting facilities represents different levels of functionality and service provision. The major international requirements are largely to support netball and basketball games.

The functional requirements of most indoor facilities are adequate for competitive games, with relatively minor differences in the quality of flooring, court run-offs and lighting. The predominant difference in the facility offer is supporting infrastructure, such as official's space, television and spectator capacity. The difference, in part, relates to the ability to host single international games rather than host competitive tournaments consisting of multiple games. To differentiate New Zealand's national facility network, the following assessment of the different types of facilities has been made.

International level facility: This level of facility provides the ability to host international events. The common requirement for this level of facility is to host a one off game and meet the need for large spectator capacity and television coverage. Given the focus on spectator capacity there is a requirement for retailing, refreshments (support functions) and transport infrastructure that are associated with this level of event. The spectator capacity for a number of these events is likely to exceed 5,000. It is recognised that some international events require spectator capacity that is lower than 5,000 and this can be provided at other venues (referred to in this Strategy as National level).

There is a need for an international standard sprung floor, with run-offs of over 3 metres on all sides of the court. Lighting needs to be of a high standard without shadows on the court, for broadcasting purposes. Further there is a need for the ability to televise the game which includes media infrastructure. Multiple changing rooms are required to cater for each team and officials separately. Similarly, there is a need for physiotherapy space, first aid facilities and official's administration space.

Examples include international games such as New Zealand versus Australia in Netball or Basketball and potentially Trans-Tasman Basketball games, such as the Breakers playing Australian league games.

A key point to make here is that the larger international (team versus team) games are played at "Entertainment Venues" such as Vector Arena, CBS Canterbury Arena or similar. They are multi-purpose facilities that have the flexibility to stage these internationals. It is recognised that these are not generally financially viable as stand-alone sports facilities.

National level event facility: The national facilities are those which may be used for national and Trans-Tasman competitions. The nature of the netball and basketball competitions is that large spectator numbers are attracted to Trans-Tasman games. In these cases the spectator capacity is likely to exceed 3,000. As with international facilities, there is a need for a sprung floor, appropriate court surround and quality lighting. Like international level facilities, the focus is on hosting one game on a central court with significant spectator seating.

Examples of National level games are the netball games played as part of the Trans-Tasman competition, such as the Wellington Pulse playing the Southern Steel. This level of facility may also allow international games in lower spectator sports such as Volleyball or Badminton. Further, it provides an opportunity to ensure some distribution of international games around New Zealand (in all sports). All of the NSOs consulted with identified that showcasing elite games around New Zealand was important for the promotion and growth of their sports. One sport in particular (GymSport) made comment that their events required space and height to be able to handle the various equipment and skills of the athletes.

National level tournament facility: The National tournament level facility is based on the ability to host national competitions. The predominant requirement is to be able to host multiple games on sprung wooden floors. There may be a requirement for spectator and limited television capacity for finals, but generally spectator numbers are unlikely to exceed 1,000. However, this level of competition requires provision of at least six indoor courts.

An example would be Volleyball which has a national tournament each year, often at Arena Manawatu. They also have similar (Junior and Senior) events at The Trusts Arena in Auckland.

Regional level tournament facility: Regional level facilities allow competition at a regional level and occasionally national level. These facilities may be used by sporting codes as training or selection prior to national events. The most significant requirement in this category is multiple courts which allow multiple games to be played at one time. With regional level facilities it is common that some games may be played outside but finals generally are held inside. The requirement would be the provision of three indoor courts available for simultaneous games. The ability to configure a show case court is an important requirement for finals at such events.

Examples include Wellington regional netball competitions which select teams for National finals. These facilities may also host national competitions for age-group competition, such as Under 21 years Netball finals.

Local or community level facility: These are localised facilities, commonly used to promote participation and develop the sports club network. They tend to be flexible to cater for a wide variety of sporting codes and be locally positioned to ensure engagement with the community. Examples are city level competitions for Netball or regional level games for school or age-groups.

The following table shows the number and location of indoor sports facilities in each category for broad geographical regions in New Zealand.

3.5.2 Categorisation of Network

The following table shows the categorisation of existing facilities into their different roles in the network for International, National and Regional Facilities.

Categorisation of Network of Competitive Facilities					
Region		**Event Facilities**		**Tournament Facilities**	
		International Event Capacity	**National Event Level**	**National Level**	**Regional Level**
Upper North Island	Northland	-	-	-	ASB Stadium
	Auckland	Vector Arena The Trusts Arena	North Shore Events Vodafone Events Centre The Trusts Arena Bruce Pulman Park (opening soon)	North Shore Events The Trusts Arena Bruce Pulman Park (opening soon)	ASB Stadium The Trusts Arena Bruce Pulman Park (opening soon) Auckland Netball Centre
	Waikato	Claudelands	Claudelands Taupo Events Centre	Claudelands Taupo Events Centre	Taupo Events Centre
Lower North Island	Bay of Plenty	ASB Bay Park Arena	ASB Bay Park Arena Rotorua Energy Events Centre	ASB Bay Park Arena Rotorua Energy Events Centre	Queen Elizabeth Youth Centre Rotorua Energy Events Centre
	Gisborne Hawke's Bay	-	Pettigrew Green Arena	Pettigrew Green Arena	Pettigrew Green Arena
	Taranaki	-	-	TSB Stadium	TSB Stadium TSB Hub
	Manawatu-Wanganui	-	Arena Manawatu	Arena Manawatu	Wanganui Community Sports Centre
	Wellington	TSB Arena	Te Rauparaha Arena TSB Arena	ASB Sports Centre	ASB Sports Centre
South Island	Nelson-Tasman Marlborough	-	Trafalgar Centre	Saxton Stadium	Trafalgar Centre Saxton Stadium Stadium 2000
	West Coast	-	-	-	Solid Energy Centre
	Canterbury	CBS Canterbury Arena	CBS Canterbury Arena	CBS Canterbury Arena The Southern Trusts Events Centre, Timaru	The Southern Trusts Events Centre, Timaru EA Networks Centre Cowles Stadium
	Otago	-	Edgar Centre	Edgar Centre	Edgar Centre
	Southland	-	Stadium Southland	Stadium Southland	Gore Multisports Complex
	New Zealand	6	16	16	22

Table 5| Categorisation of Network of Facilities

This report also acknowledges that there may be some event or entertainment facilities which could on occasion host significant sporting activity depending on individual sport specific needs. For example Mystery Creek Events Centre, however in consultation with NSO's some facilities have not been included as part of the network listed in Table 5 due to their irregular pattern of use in supporting competitive sporting events.

The lower South Island has a significant number of national level facilities, which also support regional activities. Southland has no local or community facilities identified but the report acknowledges that in addition to the national level facilities, there may be school premises which support localised levels of participation.

3.5.3 Spectator Capacity at facilities

Table 6 below shows all of the facilities listed in Table 5 (above) and their spectator capacity. We acknowledge that there may be some variances in the spectator capacities listed in the table (depending on the exact configuration). This table is intended as a guide only.

Provision of indoor competition facilities		
Facility	**Spectator Capacity**	**Region**
Vector Arena	11,500	Auckland
CBS Canterbury Arena	7,300	Canterbury
The Trusts Arena	6,000	Auckland
ASB Bay Park Arena	4,600	Tauranga
North Shore Events Centre	4,041	Auckland
Claudelands	4,000	Waikato
TSB Arena	4,000	Wellington
Stadium Southland	3,700	Southland
Arena Manawatu	3,100	Manawatu-Wanganui
Edgar Centre	2,840	Otago
TSB Stadium	2,800	Taranaki
Rotorua Energy Events Centre	2,768	Bay of Plenty
TSB Hub	2,500	Taranaki
Pettigrew Green Arena	2,500	Hawke's Bay
Trafalgar Centre	2,400	Nelson
The Southern Trusts Events Centre	2,400	Timaru
ASB Stadium	2,300	Auckland
Vodafone Events Centre	2,100	Auckland
Te Rauparaha Arena	2,000	Wellington
ASB Sports Centre	2,000	Wellington
Queen Elizabeth Youth Centre	1,500	Bay of Plenty
Taupo Events Centre	1,300	Taupo
Cowles Stadium	1,291	Canterbury
Stadium 2000	1,142	Marlborough
Auckland Netball Centre	1,032	Auckland
Bruce Pulman Park (opening soon)	850	Auckland
ASB Stadium	700	Northland
Wanganui Community Sports Centre	765	Manawatu-Wanganui
Saxton Stadium	500	Nelson
EA Networks Centre	480	Canterbury

Provision of indoor competition facilities		
Gore Multi-Sports Complex	300	Southland
Solid Energy Centre	230	West Coast

Table 6| Provision of indoor competition facilities

This list shows a spread of facilities around the country with seven competition facilities located outside of the major urban centres.

Table 7 lists the International and National Event facilities with their spectator capacity and other infrastructure. This table was developed based on international guidance material, discussions with the NSOs and in some instances the facility operators themselves.

Lighting standards were the area of most contention. There are varying requirements depending on the nature of the event (broadcast) requirements which make defining a single specification impossible.

Sporting code requirements compared to existing facility provision

Key requirements	Vector Arena Auckland	The Trusts Arena, Auckland	North Shore Events Centre Auckland	Vodafone Events Centre Auckland	Claudelands Hamilton	TSB Arena Wellington	Stadium Southland Invercargill	Arena Manawatu Palmerston North	Te Rauparaha Arena Porirua	CBS Canterbury Arena	Pettigrew Green Arena (Hawke's Bay)	Rotorua Energy Events Centre	Taupo Events Centre	Edgar Centre, Dunedin	ASB Bay Park Arena Tauranga	Bruce Pulman Park (opening soon)	Trafalgar Centre
Seating Capacity	11,500	6,000	4,041	2,100	6,600	4,000	3,700	3,100	2,000	7,300	2,500	2,768	1,300	2,840	4,600	850	2400
Television capacity	Good	Good	Mixed	Scaffold	Scaffold	Good	Mixed	Good	Good	Mixed	Mixed	Scaffold	Mixed	Scaffold	Good	Scaffold	Scaffold
Sprung floors	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Lighting Lux-levels BC = Broadcast Capable	BC	1600	1100	BC	1500	1500	1500	1500	BC	1500	1500	BC	BC	1500	1500	BC	BC
Electronic scoreboard	2	6	4	2	2	2	2	2	2	4	1	1	3	2	6	0	2
Ceiling height – over 8.3 metres	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Warm up Court	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	No	No	No	No	Yes	Yes	Yes	Yes

Table 7| Sporting code requirements compared to existing International and National facility provision

4. Demand for Indoor Sport Facilities

4.1 Overview of participation

The range of sports played indoors is extensive and includes many which are in specialised facilities e.g indoor cricket or provided privately such as for group exercise classes. Mapping the use of indoor facilities presents a challenge particularly where boundaries overlap between private and public facilities; sports are played both indoors and outdoors and facilities are used for both community and sporting uses. Some activities, such as group exercise may be undertaken by either private gyms (such as aerobics classes) or as part of club activities in community facilities (such as pre-school movement classes). Therefore, in terms of assessing demand we focused on the sports which are commonly played in community facilities, but recognise also that there needs to be a wider focus on how demand is changing over time.

An overall indication of participation patterns for the full range of participants was developed using outcomes from the 'Gemba[5]' research study and the Sport New Zealand (Sport NZ) Young People's Survey which was based on over 17,000 school aged children. The Gemba research study addressed the 16 to 64 age groups. The following table shows the percentage of respondents who have participated in indoor sports in the past twelve months by sporting code and by age groups.

Participation in indoor sports in past twelve months by age group					
Sport	**5-15**	**16-24**	**25-44**	**45-64**	**Total**
Badminton	28%	17%	6%	3%	13%
Basketball	54%	17%	6%	2%	18%
Gymnastics	41%	3%	1%	0%	10%
Volleyball (indoor)	14%	7%	3%	0%	11%
Netball[6]	32%	11%	6%	1%	
Combined Indoor Participation (excluding Netball)	137%[7]	45%	18%	5%	46%

Table 8| Participation in indoor sports by age group

The pattern of participation in the sports listed clearly identified that participation is highest among those under 24 years of age. The decline in participation with increasing age is rapid with participation in the 45 -64 year age group totally around one-ninth the rate in the 16-24 age groups. This makes the demand for indoor court facilities highly dependent on the specific sport which the user is participating in, and the age profile of the community. It further presents a challenge and an opportunity to sport codes and facility operators to increase participation amongst the older age groups with identified programmes and activities.

4.2 Overview of Needs

The pattern of indoor sport in New Zealand is changing rapidly and reflecting different work patterns, urbanisation and population growth. Community based indoor sports operate in parallel and in some instances in competition with private sector recreation providers. The trend is to consider indoor sports especially at the higher national / international event level as entertainment and therefore there are a range of alternative offers for participants to choose from.

---

[5] Gemba Sports Data Tables – Study for Sports NZ April to September 2011.

[6] Netball is included in this analysis, even though it is not commonly an indoor sport, to provide context to the figures. It is also important to understand participation in netball, if there is a tendency to play more games indoors.

[7] Figure exceeds 100% because of participants undertaking multiple sports

Further, indoor facilities may also host a variety of non-sporting events, reflecting the needs of the communities or consumer. For instance an indoor facility may also be used for a home show expo or a music concert. The extent to which these markets overlap is far more of an issue where there are several providers of large indoor facilities in a single geographical area.

In determining a better understanding for the need of indoor facilities we considered:

- Sport and competitive based activity, which includes the sporting codes consulted, as well as general training needs. For some sports spectator demand had to be considered.
- Recreational and physical activities which may be more aligned with fitness and movement.

4.3 Competitive and Sporting Demand for Indoor Facilities

Part of the process of determining future needs was to discuss participation with the National Sporting Organisations (NSOs). The information was augmented by research on sporting participation either explicitly on the sport or generically over the sector. The Indoor sport NSOs interviewed were:

- Netball New Zealand.
- Basketball New Zealand.
- New Zealand Football (for Futsal).
- Volleyball New Zealand.
- GymSports NZ.
- Badminton New Zealand

A full summary of the views of the NSOs are included in Appendix F and the key points discussed are in the Meeting Future Needs component of this study (Section 6).

The following table provides a summary of the event facilities required by the NSOs.

Summary of competitive venue needs by major sport						
Sport	**Participation**	**Membership**	**Critical Requirements**	**International Events**	**National Events**	**Regional Events**
Volleyball	Currently 100,000 players (Active NZ) but 75% of them are in secondary school.	10,000 members	Beach volleyball facilities for growth.	1 every five years	1 major	50+
Basketball	Over 200,000 (Active NZ) but predominantly at school.	57,000 members	Need specialist spectator and television capability for national events.	1 p a (targeting 3 pa)	25 pa	75 pa
Futsal	Fast growth in participation but from low base with currently around 12,000 players.	Not applicable	Specialist floor and markings required.	1 pa	1 pa	4 pa
Netball	Strong participation base. Sport played predominately outdoors, but aging population may result in demand for indoor facilities.	148,000 members	Specialist spectator and television capacity for regional teams, Trans-Tasman league and international games. Market demand driving spectator capacity of approx. 8,000.	5 pa	32-36 pa	Over 100
GymSports	High and growing participation in movement areas and youth. 5000 involved in five different competitive GymSport codes. 11,000 involved in new movement programme for 3-10 year olds. 286,000 participants over and above members and programmes listed above in 2012.	30,000 members	Need for specialist gymnastic equipment. Includes anchor points for competitive equipment. Specialist gymnastics training facilities require foam pits. Trampoline and Rhythmic Gymnastics require buildings with height. High usage noted (through Global Leisure Group) per member and per participation across 50 different Clubs: ▪ 0.40 to 2.46 members per m^2 with average of 1.38 ▪ 0.23 to 30.44 participants per m^2 (1 to 36 uses per year each) with average of 7.96	1 every five years	1 pa	42
Total Overview				**6-7**	**35 - 40**	**200 - 300**
Likely Facilities Requirements				**4**	**5**	**15+**

Table 9| Summary of Competitive and Events Needs

4.4 Community Need for Indoor Sports Facilities

4.4.1 Overview

The most common use by the community for indoor sports facilities is as part of a team game or sport, organised via the local centre. There is a growing trend for 'spur-of-the-moment' or causal use, in the way the public may visit pools or beaches for casual recreation. Many facilities are providing this option to increase utilisation of their facilities. This is evidenced in the discussions we have had with facility owners and operators.

4.4.2 Benchmark Provision of Indoor Courts

In determining an appropriate benchmark for the provision of indoor courts per head of population, it is important to ensure that it can be applied in geographically diverse regions, reflecting the New Zealand sporting landscape. Many provincial regions in New Zealand have a network of small rural townships, commonly with a population of approximately 10,000 which are providing servicing support for a hinterland of farming communities. It is realistic for these communities to have indoor facilities and these communities are skilled at developing facilities via partnerships to meet their needs and the distribution of smaller facilities is therefore widespread. In recent years a "sportsville" model of facility development has been promoted to offer a shared resources concept with the aim of being more cost effective and sustainable over time.

In the same context it is important to include the school indoor sports facilities within the benchmark estimates. School facilities play a major role in the network, and are commonly used by clubs within the community.

In order to evaluate the demand for courts in New Zealand the Sport England Facility Calculator Tool for estimating demand for courts was used. This is a United Kingdom tool for estimating demand for facilities based on population. The calculator also includes school facilities, as schools are part of local authority jurisdiction in the United Kingdom.

The profile of demand outlined by the Sport England Facility Calculator appears to be largely in line with New Zealand needs, but understates demand by approximately 15%. This is based on Sport NZ data which advises that participation rates for sport appear higher in New Zealand than the United Kingdom. In addition, the Sports England Facility Calculator is based on large urban areas, where there are greater efficiencies of use of facilities than is achievable in New Zealand (due to population densities). However, to confirm its application we reviewed recent local authority reports[8] on sports facility demand. They similarly indicated that a margin of 15% above the Sport England level equated with common New Zealand provision. We have therefore established this as the New Zealand benchmark.

In simple terms the Sports England Facility Calculator assumes one court for each 10,500 local residents. The standard of 15% above the Sports England Facility Calculator equates with one indoor court for every 9,000 people. This was applied to both school and Council-provided courts nationwide. The intention of using the benchmark on both school and council courts was to provide a model which could be applied to smaller centres with a high proportion of school facilities used by the community. This avoided the need for different benchmarks between urban and provincial centres.

The following table shows both the proposed New Zealand benchmark demand for facilities and the Sport England Facility Calculator figure. It needs to be mentioned also that the facility calculator doesn't take into account:

- Facility location compared to demand
- Capacity and availability of facility –opening hours
- Cross boundary movement from district to district
- Travel networks and topography

[8] This Strategy reviewed reports on indoor facility demand in Gisborne, Northland, Auckland and Wellington.

- Attractiveness of facilities.

Taking this information into account it would be prudent that any demand figures be taken on a facility by facility approach. As sporting facilities in the same area might have adopted differing management models affecting the attractiveness to the customer or have other barriers to participation (for example poor transport links) which could directly affect patronage.

For report purposes the table below (10) is to give an indicative guide to the facility gaps in the network given the current provision levels.

Estimated Indoor Facility Demand by Region based on Sport England Sports Facility Calculator and New Zealand Benchmark Estimate			
Region	**Population**	**Estimated Demand for Courts based on Sport Facility Calculator**	**Estimated Demand for Courts based on Benchmark Estimate**
Northland	158,700	15	18
Auckland	1,529,300	146	170
Waikato	418,500	40	47
Bay of Plenty	278,100	26	31
Gisborne	110,500	11	12
Hawke's Bay	46,700	4	5
Taranaki	155,000	15	17
Manawatu-Wanganui	232,700	22	26
Wellington	492,500	47	55
Tasman	48,600	5	5
Nelson	46,800	4	5
Marlborough	45,900	4	5
West Coast	32,700	3	4
Canterbury	566,000	54	63
Otago	213,200	20	24
Southland	94,800	9	11
Total New Zealand	**4,470,000**	**426**	**497**

Table 10| Estimated Indoor Facility Demand by Region based on Sport England Model

There is a case for suggesting the Sport England Facility Calculator is more applicable in major urban areas, which can achieve greater efficiencies in the use of indoor courts. However, in the New Zealand context only Auckland and Canterbury may potentially achieve greater efficiencies. Therefore, the proposed standardised benchmark approach appears more effective in the New Zealand context. However, our recommendation is that the Sport England Facility Calculator benchmark estimates should be only one part of the more localised needs assessment in the facility planning process.

4.4.3 Impact of Changing Demographics on Participation

Given the changing demographic profile of New Zealand it is important to understand the implications on future demand from this changing population. The population of New Zealand is growing relatively slowly. However, the representation of older age groups is increasing and there is a higher proportion of Maori and Pacific Islanders and a more cosmopolitan mix of ethnic backgrounds.

To understand the potential impact of changes on demand we applied the Department of Statistics demographic population projections for 2021 and 2031. This ten and twenty-year timeframe is appropriate given the permanence of indoor facilities and the timeframe for properly planning and constructing new facilities. The medium growth projections from the Department of Statistics were used.

The following table shows the estimated populations in each of the age groups for 2011, 2021 and 2031.

Demographic Profile of New Zealand: 2011, 2021, 2031[9]			
Age Demographics	**2011**	**2021**	**2031**
14 and under	898,900	936,500	928,000
15 – 24	642,530	611,030	656,930
25 – 44	1,182,870	1,263,080	1,320,570
45 – 64	1,114,820	1,195,520	1,171,240
65 and over	586,300	811,800	1,071,800
Total	**4,427,431**	**4,817,930**	**5,148,540**

Table 11| Demographic Profile of New Zealand: 2011, 2021, and 2031

The table highlights that the population in the 24 years and younger age groups is relatively stable, increasing slowly over the next two decades. However, what is significant is the near doubling of the population aged 65 or over. The participation rates for each of these age groups were then used to estimate the demand for indoor facilities by region. This is further outlined in Appendix G.

At a regional level, most provincial centres have a static population, but with under 15 year olds reducing and the number of over 65 year olds increasing. Given the significantly higher participation rates among the under 24 year olds, the implications of this are that regions with static but aging populations are likely to have a declining demand for indoor facilities. Effectively the younger age groups, of whom on average 45% are participating in indoor activities, are being replaced by older age groups of whom only between 5% to 18% are participating in indoor sports This however also adds to the demand for facilities which are appropriate with targeted programmes for an aging population and thus provide potential participation and revenue opportunities for facility providers and operators.

We modelled the demographic changes against the participation rates for each of the age groups, for each of the indicator sports[10] which we tracked. This allowed us to estimate the number of visits to indoor facilities which would be made in each region. This estimate will include visits to private sector entities, and clubs facilities outside the network. However, it does indicate the percentage change in demand. Full details of the analysis are included in Appendix G.

Demographics were used to estimate the changes in demand for indoor courts. The estimates for the demand for indoor courts are based on the current national benchmark estimates adjusted by the growth in demand resulting from changing demographics. The impact of this is shown in the following table.

[9] The 2013 figures for this age categorisation is not yet available

[10] This includes Badminton, Basketball, Gymnastics, Volleyball (indoor), and Netball.

Region	Demographic Changes					Impact on Indoor Courts			
	Estimated Court Visits 2011	Estimated Court Visits 2021	Estimated Court Visits 2031	Percentage Increase 2011 to 2021	Percentage Increase 2021 to 2031	Number of Courts to match the Benchmark	Additional Courts Required 2011-2021	Additional Courts Required 2021- 2031	Number of Courts to match the Benchmark in 2031
Northland Region	403,334	395,443	378,516	-4%	-3%	18	-0.4	-0.3	17
Auckland Region	4,178,236	4,695,231	5,142,762	9%	8%	170	9.3	8.0	187
Waikato Region	1,100,674	1,123,979	1,131,461	1%	0%	47	0.2	0.0	47
Bay of Plenty Region	713,776	742,764	753,926	1%	2%	31	0.2	0.3	32
Gisborne Region	120,694	114,888	106,425	-7%	-8%	12	-0.5	-0.6	11
Hawke's Bay Region	399,695	384,118	361,345	-6%	-6%	5	-0.2	-0.2	5
Taranaki Region	283,662	266,245	246,702	-6%	-8%	17	-0.6	-0.8	16
Manawatu-Wanganui	612,176	588,381	553,547	-5%	-5%	26	-0.8	-0.7	25
Wellington Region	1,361,768	1,391,001	1,392,473	0%	-1%	55	-0.1	-0.3	55
Tasman Region	125,191	124,373	119,140	-4%	-3%	5	-0.1	-0.1	5
Nelson Region	124,005	121,470	117,423	9%	8%	5	0.0	-0.0	5
Marlborough Region	119,508	115,010	109,286	-5%	-7%	5	-0.2	-0.2	5
West Coast Region	88,517	79,236	68,851	-10%	-9%	4	-0.2	-0.2	4
Canterbury Region	1,552,375	1,593,915	1,610,432	1%	1%	63	0.5	0.2	64
Otago Region	586,377	584,292	577,056	0%	-1%	24	-0.1	-0.1	24
Southland Region	249,360	228,222	202,709	-8%	-11%	11	-0.5	-0.6	10
New Zealand	**12,021,167**	**12,550,264**	**12,873,504**	**2%**	**2%**	**497**	**6.5**	**4.5**	**508**

Table 12| Impacts of Demographic Change on Indoor Courts

The analysis highlighted that the Auckland region has both the impact of a growing population and a growing number of under-15-year-olds. This compares in contrast with most provincial New Zealand centres where the under-15-year-old population is declining.

Many of the provincial areas, such as Gisborne, Manawatu-Wanganui, Hawkes Bay and Taranaki are likely to face a decline in demand by 10-15% over the next two decades. The decline in the South Island appears faster. Southland and the West Coast is estimated to decline by 19% over the two decades.

5. Gap Analysis

5.1 Overview

The Gaps in the network were evaluated under two different categories:

- Community and tournament level facilities
- Major competition event facilities

5.1.1 Community and tournament level facilities

The following table shows the comparison between the benchmark provision and the current capacity of the network. It shows total provision of courts is generally in line with New Zealand and international benchmarks.

Estimated Indoor Facility Demand by Region based Compared to National Benchmark

Region	Population	Number of Existing Community & School Courts	Courts based on National Benchmark	Courts Required to meet Benchmark[11]
Northland	158,700	18	18	0
Auckland	1,529,300	146	170	24
Waikato	418,500	37	47	10
Bay of Plenty	278,100	41	31	(10)
Gisborne	110,500	5	12	(3)
Hawke's Bay	46,700	25	5	0
Taranaki	155,000	15	17	(8)
Manawatu-Wanganui	232,700	31	26	(5)
Wellington	492,500	67	55	(12)
Tasman	48,600	9	5	(4)
Nelson	46,800	13	5	(8)
Marlborough	45,900	6	5	(1)
West Coast	32,700	3	4	1
Canterbury	566,000	55	63	8
Otago[12]	213,200	31	24	(7)
Southland	94,800	25	11	(14)
New Zealand	**4,470,000**	**527**	**497**	**(30)**

Table 13| Estimated facility demand by region based on national average

Nationally, New Zealand appears to have around 30 courts more than the benchmark estimate of 1 per 9,000 residents would indicate is appropriate. However, the national figure masks regional

[11] Bracketed figures refer to number of courts over national benchmark.

[12] Total includes Edgar Centre, which has indoor hard surfaces and is used by a variety of sports including netball in winter. Therefore the surplus of facilities needs to reflect the additional need for netball facilities in winter.

differences. The Auckland and Canterbury regions have a shortfall which is offset by an oversupply in Wellington, Taranaki, Bay of Plenty and Southland.

The most significant variation is Auckland, which has 24 fewer courts than the New Zealand benchmark. However, this may reflect the greater efficiencies that can be achieved based off a larger population, and may therefore reflect a lower shortfall in facilities than estimated by the benchmark calculation.

Canterbury is also below the New Zealand average, with approximately 55 indoor courts, compared to the 63 indoor courts which would bring it in line with the proposed New Zealand benchmark. The current figure represents some capacity lost in the 2010 and 2011 earthquakes and therefore additional investment is required to re-create this capacity.

A number of provincial centres have additional facilities when compared to New Zealand benchmark. For instance, Nelson and Southland appear over supplied with indoor courts. In both cases there is one major facility which provides a strong base for the region, and which attracts national games.

Other than the anomalies of the larger regions, nine of the sixteen regions are within twenty percent of the New Zealand benchmark and are therefore considered appropriate.

5.1.2 Future demand

Adding future demand to the current gap in provision highlights how many courts are likely to be required in future years. As mentioned previously, this is based on the predicted changes to the population of New Zealand.

The following table shows the additional courts which would be required to address the changing population and profile.

Estimated courts required to meet current demand and demographic increases to 2031					
Region	**Population**	**Courts Required to meet National Benchmark**	**2011-2021**	**2021-2031**	**Additional Courts to meet National Benchmark by 2031**
Northland	158,700	0	-0.4	0.3	0
Auckland	1,529,300	24	9.3	8.0	41
Waikato	418,500	10	0.2	0.0	10
Bay of Plenty	278,100	10	0.2	0.3	(10)
Gisborne	110,500	-3	-0.5	0.6	-3
Hawke's Bay	46,700	0	-0.2	0.2	0
Taranaki	155,000	-8	-0.6	0.8	(8)
Manawatu-Wanganui	232,700	-5	-0.8	0.7	(-5)
Wellington	492,500	-12	-0.1	0.3	(12)
Tasman	48,600	-4	-0.1	0.1	(4)
Nelson	46,800	-8	0.0	0.0	(7)
Marlborough	45,900	-1	-0.2	0.2	(1)
West Coast	32,700	1	-0.2	0.2	1
Canterbury	566,000	8	0.5	0.2	9
Otago	213,200	-7	-0.1	0.1	(7)
Southland	94,800	-14	-0.5	0.6	(14)
New Zealand	**4,470,000**	**-30**	**6.5**	**4.5**	**-19**

Table 14| Estimated courts required to meet current demand and demographic increases to 2031

Over the next twenty years Auckland will continue to lead the demand, needing a further 17 courts in addition to the current 24 court shortfall, resulting in a further 41 courts required. However, the Auckland region is also dealing with the growth of immigrants, and a more diverse cosmopolitan mix. This will place additional demands on many of the indoor sports sought by recent immigrant populations, particularly Volleyball, Badminton and Futsal.

In other regions there is minimal variation in demand from population changes, with less than one court growth in all regions other than Auckland. This means there is a risk that the distribution of facilities will be more skewed by the population changes unless new courts are added to growth areas.

5.1.3 Key Findings

Based on the above analysis, the following are the key findings:

- A number of multi court facilities in the Auckland Region, each providing a configuration of courts appropriate to the surrounding demand of their community. Also, further facilities to address existing shortfalls in the provision of facilities and catering for a variety of different indoor sports. We anticipate that this will be provided via a range of two to six court facilities depending on the level of demand.
- Ensuring the proposed Christchurch Metro Sports Facility provides sufficient capacity for the needs of the region.
- A further four court facility in Canterbury providing a range of indoor facilities, depending on the demographic growth in the region and the changing population patterns.

- Additional facilities may be required in the Gisborne and Hawkes Bay regions to address current shortfalls and dependence on the school network. However, consideration has to be given on the facility management model adopted in these regions as part of the local needs analysis.
- One multi court facility in Northland to reduce the dependence on the school network.
- The overall provision of indoor facilities is fairly consistent between urban and provincial areas.
- School facilities provide 59% of the total network making the Ministry of Education the major provider of indoor courts in almost all regions. The additional demand for courts is above those provided in the school network.
- The demand for indoor facilities is highly dependent on the age profile of the community. The regions with static but ageing populations are likely to have a declining demand for indoor facilities.
- A strategy of adapting existing facilities to meet the needs of an aging population in other regions needs to be considered.

5.2 Major event facilities

The table below compares the estimated requirement (as defined in Section 3) with the current provision for each category of facility.

Provision of Competitive Indoor Facilities			
Category	Role in Network	Estimated Requirement	Current Provision
International Event Facility	International events involving large spectator audiences and television requirements	4	6
National Event Facility	National competitions Trans-Tasman events	5	16
National / Regional Competition Facility	National and regional competitions with the ability to host tournaments involving multiple games at one time.	15+	22

Table 15| Provision of Competitive Indoor Facilities

5.2.1 Key Gaps

The current provision of international-level facilities is appropriate for the needs of the sector. The number of international level venues is slightly higher than the needs of the sporting requirements, but these facilities also cater for a variety of non-sporting uses, such as concerts and shows.

A number of sporting codes may be growing quickly and may attract international competitions in the future. These include: Futsal, Volleyball and GymSports. However, it appears unlikely that the spectator demand for these sports will exceed 3,000 and therefore there is a raft of venues which could host these events. Effectively these are catered for by regional level facilities. It should be noted that GymSports has the potential to attract more than 3,000 spectators for World Championships and high profile international events.

The facilities need to be adaptable to the needs of different indoor sports codes including a number which are growing in popularity.

Of the indoor sports, GymSports has the more complex training facility requirements largely driven by the need to allow permanent installations of specialist equipment. GymSports would benefit from a purpose-built national centre for movement excellence programmes and competitive GymSport codes training and it is understood that this is being explored.

The proposed Metro Sports Facility in Christchurch will provide a key component of the network. There are varying opinions on the number of courts required. The Christchurch Council's Spaces and Places Plan recommends a 8-10 court stadium. The NSOs including Basketball and Netball consider the number should be 10-12. There is widespread support for the facility and the demand will need to be determined in conjunction with the Council's proposal for other facilities in the city (as they must work together as a network).

We note that TSB Arena in Wellington does not technically meet the seating capacity as we have defined "International". This facility is located in the heart of Wellington and replicating this functionality would be an extremely expensive option. Therefore, for the purpose of this report we have decided that this meets the 'International' definition.

5.2.2 Key Findings

Based on the analysis above, the following are the key findings:

- There is generally existing capacity within the network. A strategy of adapting existing facilities to meet the needs of an aging population is required, as is a facility by facility approach to ensure that utilisation and access opportunities are maximised.
- Finalisation of a Business Case for the proposed Metro Sports Facility in Christchurch. The Business Case must determine the demand for the facility in conjunction with the plans for the surrounding network of facilities. It is recommended that significant consultation be undertaken with the project stakeholders.
- Monitoring and general support for the GymSports initiative for a national movement and excellence centre.

6. Meeting Future Needs

This Strategy recognises that the issues are not only about the provision of facilities but also how indoor facilities are planned, funded and operated. The following are the key issues that have been derived from the process of evaluating the operational data available and discussions with the key stakeholders; it addresses the general failures in the current process:

- Meeting the needs of sporting groups
- Adapting to the needs of a changing community
- Ensuring the right network
- Aligning funding, design and development
- Ensuring new facilities are financially sustainable in the long term

6.1 Meeting the needs of sporting groups and athletes

6.1.1 Shortage of regional facilities

There appears to be sufficient capacity in the network to meet the current and likely future demand for major national and international events. The largest potential gaps are in the provision of regional facilities. It appears that in an effort to compete to attract National events local authorities have developed too many National Event facilities and insufficient regional facilities. These decisions are made at the time of developing the facility and are often based on an assumption of revenue from National events.

The requirements for regional competitions are very different to those of national competitions. Typically regional tournaments involve a large number of games and require multiple games to be played concurrently. Thus the critical requirements for regional competition facilities relate primarily to court numbers and flexibility while requiring only a potentially small spectator capacity. While the network has sufficient spectator capacity, commonly the facilities are not flexible enough to easily cope with a large number of games taking place at the same time, or a mixture of indoor and outdoor games.

Regional facilities also needed to cater less popular, but fast growing sports. This includes Futsal, Volleyball, Badminton and GymSports. These sports are likely to have fast growing demand, especially in the larger more cosmopolitan centres which are changing with higher numbers of immigrant population.

In some cases there are specialist facilities required for these sports, such as floor coverings for Futsal or anchor points for GymSports. However, these are relatively minor elements of infrastructure which could be provided by the NSO, or introduced into existing facilities. However, the likely spectator numbers for these codes are such that a regional level facility is likely to meet their needs.

A challenge with this sector of the market is that sporting codes are competing for a relatively narrow period of time for these facilities, often around school holidays. In addition these facilities are commonly being used for non-sport activities such as local home shows and retail expo's, which limits their availability.

The Wellington ASB Indoor Sports Facility was cited as a good facility by a number of NSOs as providing a flexible arrangement, and a number of NSOs lamented that this type of facility was not available in other regions. In assessing this, the Council is providing a significant financial contribution to the facility and this is simply not possible in all regions.

6.1.2 Role of National and International Events Centres

National and International event centres, by their nature, cater for both sporting, and other events. The characteristics of the facility, which will inevitably require significant car parking, access control, sound systems, toilets and catering facilities inevitably make them available for a wide range of additional activities, including concerts, trade and home shows.

Discussions with sporting organisations often suggested that they were frustrated by the need to compete with an event or concert when booking facilities. They may cite how a week long tournament cannot be hosted because of a one-night concert. This is the tension that exists in terms of ensuring that the facilities can be financially sustainable.

The challenge from a facilities perspective is that one-off events can commonly generate more revenue than regular sporting tournaments. The commercial viability of many of these facilities is underwritten by the non-sports events or shows. For the local authorities which fund the facilities the large attendance at events can also generate the economic activity which was the purpose of their original investment. It is important that clear decision making aligned to objectives for the facilities are well understood from the outset.

6.1.3 Base for developing participation

GymSports and Volleyball both indicated interest in establishing a central point for their sports. The comparison with Lake Karapiro, which acts as a base for rowing was cited by several NSOs as a model for other sports to emulate. While the NSOs gave the example of Karapiro, unlike rowing their focus was on development of the capability of the organisation as much as the development of elite sports. GymSports spoke of a model where new movement programmes could be developed and trialled, before being distributed to the GymSports network. GymSports NZ would also utilise the venue as a centre of best practice for the mentoring and development of member organisations around the country as well as a place to host national club conferences, and official and coach education. Volleyball also sought a place where it would be viable to undertake skill development. This included working with officials, coaches and referees on technical aspects of the sport. Even the comparatively well-resourced sport of basketball spoke of the need to coordinate expertise in establishing programmes to fit with the school curriculum.

In all these cases, except for GymSports who require all areas covered, the focus was on developing the capability and resources within the sport rather than producing elite athletes. The requirements are therefore more focused on administration space, lecture rooms and linkages to sports science than necessarily high quality elite facilities. Universities and other such facilities appear a good fit for these requirements.

The concept of a home base for a sport may dovetail with the need for multi-court regional facilities. In particular there may be interest in linking new facilities to one sport, if the local authority wants to host national games, or allow association with sport sciences.

The allocation and distribution of events throughout New Zealand is a critical issue for the NSOs and also for the facility operators. There have been a number of different approaches.

Basketball New Zealand's approach has been to tender regional matches to local authorities for a number of years. This is intended to induce cooperative approaches between regions. More importantly, the economic benefits of national events over a number of years may attract an interest in developing infrastructure to support the sport. At a regional level this may be as simple as electronic score boards or priority marking of courts. In some areas there may be potential to use this model to induce local authorities to provide a range of infrastructure including linkages to the tertiary education institutes or sports science providers. The risk is that this results in short term approaches.

Netball New Zealand has taken a more collaborative approach to the allocation of events. This approach provides an opportunity for the NSO and the facilities to work together to develop infrastructure but more importantly, develop a schedule of events that works for all parties.

Sport NZ had some success attracting a variety of proposals from local authorities for hosting the NZ Cycling velodrome, and the concept is likely to have traction with other sports. The concept of allowing some regions to specialise in one sport, rather than compete for all tournaments in all sports may have better support for some of the lower profile sports. The key issue with this approach is recognising the time and cost required to bid for the event and the implications of unsuccessful applications.

6.1.4 Netball New Zealand's Approach

Netball New Zealand has prepared a Facilities Strategy to address the requirements of their sport.

The key outcomes of their Facilities Strategy are:

- A network approach is proposed for the development of netball facilities nationally and regionally.
- This network approach is based on developing a Netball Centre in each region (i.e. HP centre, potentially covered courts, administration hub) associated with a network of other satellite centres and indoor venue(s) (e.g. for local feeder leagues, social leagues, schools).
- Supporting indoor and satellite facilities can be provided through shared facility arrangements such as multi-sport hubs or schools.
- Each region would have access to at least one indoor multi-court venue (of at least 2 courts).
- This model should be applied to developing the priority needs for each region.

We consider that this approach is consistent with the outcomes of this Strategy. The key issue for implementation of Netball New Zealand's Strategy is the need to work with the facility providers to ensure that access arrangements can be agreed on terms acceptable to all parties.

Where Netball New Zealand is able to guarantee usage and therefore revenue it will be in a much better position to ensure access for its participants.

6.1.5 Key findings

- Generally local authorities have had a focus on event centres rather than facilities which meet the needs of regional and community sports and which allow tournaments or multiple games to be played at once. The need to develop multi-use flexible facilities is in response to the need to generate long term sustainable (financial) outcomes.
- There are opportunities for local authorities and other asset owners (such as Trusts) to adapt existing facilities as a national base for some indoor sports, especially where there are potential linkages to sports science or tertiary education.

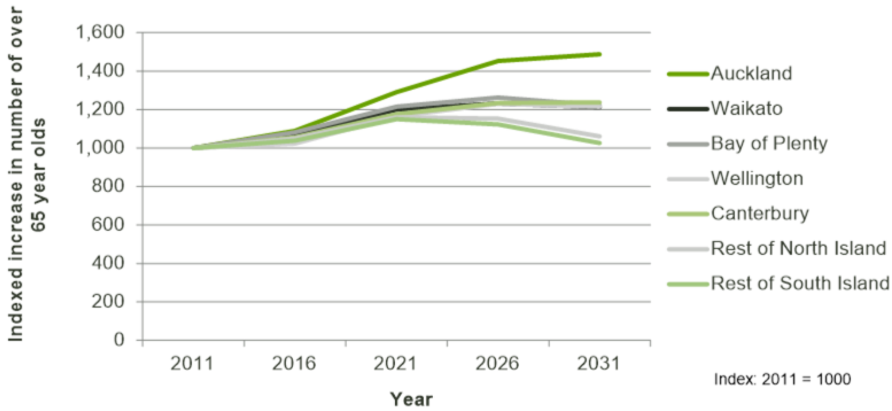
6.2 Adapting to the needs of a changing community

6.2.1 Facilities not appropriate for an aging population

There is a significant risk that the current network of facilities will not meet the needs of a rapidly aging population. The discussion of demographics has focused on the over-50-year-olds which tends to hide major shifts within that age group. To illustrate this issue, the trend increase in the over-65-years age group is shown in the following graph. For the purposes of comparison, the total numbers in the age groups were converted to an index with a base year of 2011 equalling 1000. Each region was then tracked against the base year for the next two decades. This allowed comparison between regions with very different population numbers.

The resulting graph indicates the increase in the numbers of over-65-year-olds over the next two decades.

Graph 3: Index of 'Over 65 Year Old Age Group' by Region



Auckland shows the largest increase with this age group expected to increase by nearly 50% over the twenty year period. Similar age profiles are shown for other major metropolitan areas, including Waikato, Bay of Plenty, Wellington and Canterbury. However, in the provincial centres of both the North and South Island the over-65 year age group are expected to increase by around 20% over the next ten years before returning to the current levels.

The implications of this change are a significant shift in the type of facilities which are sought. Research into the needs of this age group shows they are significantly more sensitive to comfort in their leisure decisions[13]. They are more likely to seek central facilities, good car parking and better shower and changing facilities. The ability to have refreshments afterwards is also important.

The functionality of the facility is therefore likely to be a major determinant in promoting participation and increasing activity in line with Sport NZ growth targets. If New Zealand is to achieve the Government driven objective of further increasing activity levels then the quality of facilities will need to be improved, along with new programmes to improve participation in this age group.

6.2.2 Shift toward Indoor Sports

There are a number of indications of rapidly increasing preference for indoor sports, and for playing new versions of outdoor sports indoors. Analysis of secondary school sports, which provides the best longitudinal research, shows strong growth in indoor sports at the expense of outdoor sports. This is outlined in Appendix G.

To provide an estimate of the potential implications of this we analysed what would happen to demand for facilities if in the future a proportion of netball games amongst the older age groups were to be played indoors. How realistic these assumptions are is difficult to judge, but in part it is a useful proxy

[13] University of Waikato study Burrows and McCormack

for the trend toward increased participation in indoor sports. In reality, the trend towards indoor sports may increase participation in any number of codes.

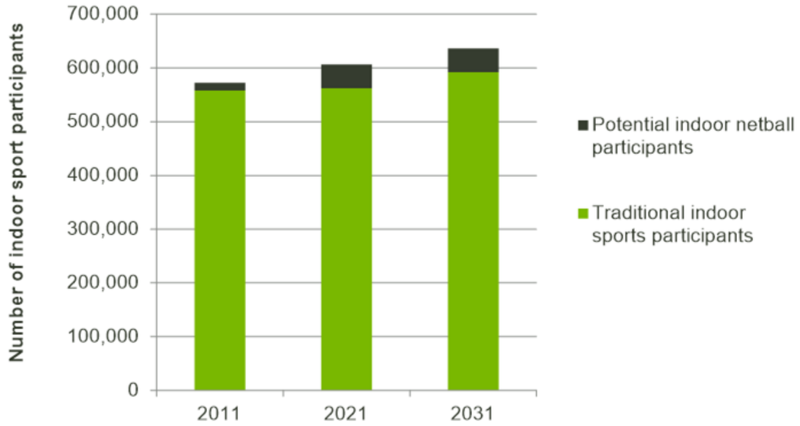
For the purposes of modelling the impact the following assumptions were made:

Assumed increase in netball games being played indoor by age group	
Age group	**Percentage shift indoors**
0 - 15 years	0
16 - 24 years	5%
25 - 44 years	10%
Over 45 years	15%

Table 16| Assumed increase in indoor netball games by age group

The impact of the potential demand for indoor facilities is shown in the following graph. It suggests that overall demand for indoor facilities would increase by around 8%. Most notable would be the further demand this would place on facilities in the fast growing metropolitan areas, such as Auckland. However, those regions with an aging population will also face a challenge making their existing facilities more relevant for an aging population.

Graph 4: Effect of Traditionally Outdoor Sports Shifting Indoors



The transfer of sports indoors may also contribute to promoting higher participation rates, in line with Sport NZ strategies for increasing participation. The most significant implications for facilities may be the need for greater flexibility to accommodate a broader range of programmes and activities.

This issue is quite complex when consideration of the trend from structured league play to pay-to-play is considered (this is in line with shift to indoor sports). In preparing this Strategy we have not adjusted for long term changes in participation rates. There are a range of factors that can influence participation rates including via the provision of different programmes at existing facilities (supply driven). We expect that as operators consider various ways of increasing utilisation there will be more programming of space/innovative ways of creating opportunities for additional participation.

6.2.3 Issues in high growth areas such as Auckland

As outlined in the gap analysis, the number of court visits is expected to increase from the current level of around 12.0 million visits by around 7% to 12.9 million visits by 2031.

However, the most significant element is to consider the distribution of the additional visits by region.

The challenge of national provision is therefore very dependent on the Auckland provision, which will shape the ability to meet facility needs for a significant period.

6.2.4 Key findings

- The existing network may not meet the needs of an aging population and needs to have better facilities and aligned programmes to continue to attract participation among an older age group. This also creates an opportunity for asset owners.
- For most areas of New Zealand the adaption and redevelopment of existing facilities is a far greater priority than additional facilities.
- There is a need to improve flexibility in the network to allow a greater variety of sports to be played indoors.

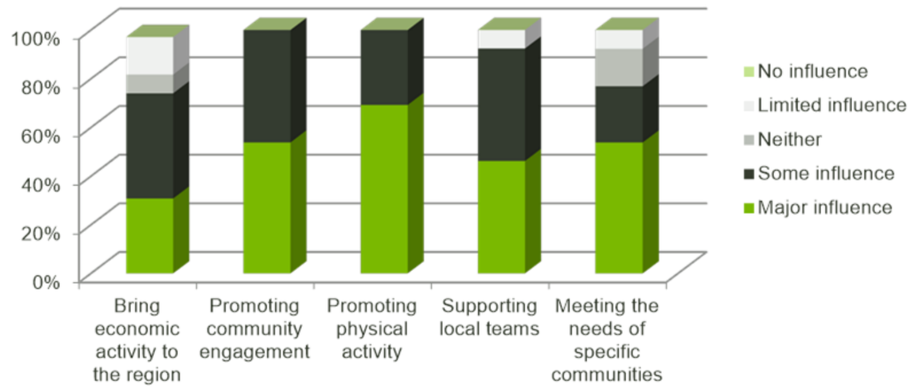
6.3 Improving the way communities develop facilities

6.3.1 Facilities as part of urban renewal

In the survey of local authorities 76% of respondents commented that bringing economic activity to a location was either a 'major influence' or 'some influence', and similarly promoting community engagement or identity was cited as a 'major influence' or 'some influence' by 100% of respondents.

In the discussions with facility managers, they cited that the role of the new facility was often part of an urban renewal programme, especially in suburban locations. Similarly, there is an identified need to rationalise and centralise a range of local community facilities which are past their economic life.

Graph 6: Significance Factors in Investing in Recreation Facilities



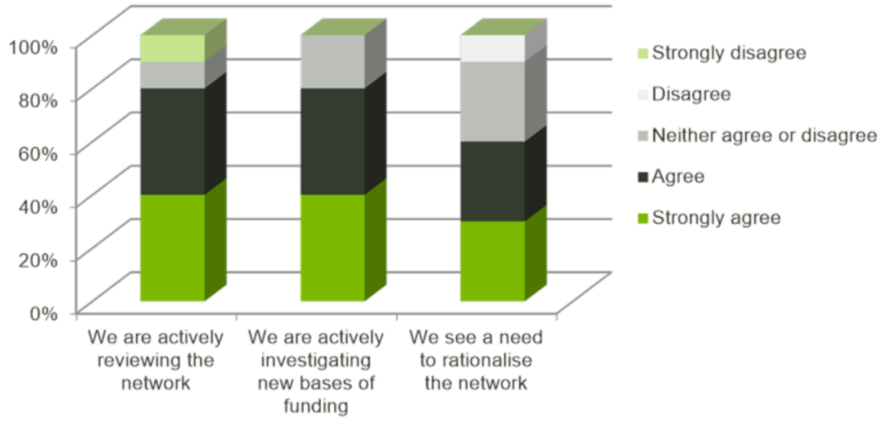
The challenge for local authorities was therefore balancing wider social objectives, such as community cohesion or urban renewal with the financial considerations associated with the "whole of life" costs of facilities.

A commonly quoted issue was the challenge of providing indoor sport or other sporting facilities in minor and provincial centres. A number of local authorities spoke of centres which may have fewer than 10,000 people but have population seeking quality facilities. In other cases local authority managers spoke of a network of smaller indoor facilities in suburban locations which they sought to rationalise.

6.4 Local authorities actively seeking new models for development

A large proportion of local authority managers stated they were actively investigating either new ways of funding assets or ways to rationalise their existing asset network.

Graph 7: Current Planning around Network



The interviews with local authority managers identified that past funding models may be unsustainable and they were actively looking to find new ways to finance facilities. Part of this process was to find models to arrange finance, without the local authority obtaining more debt directly on its balance sheet. This framework also sought to attract sponsorship or partnerships with the private sector to assist with funding. The United Kingdom's 'dowry payments' model may provide some options, where a local authority can make a one-off investment in a new facility, but limit its obligations to long term financial contributions. GymSports NZ noted that the user pays model of the sport allows the user group to develop a financial model which pays for the on-going operational needs of a facility over time with land and initial capital expenditure where the financial support is largely required.

6.4.1 Key findings

- While the current provision for depreciation may be adequate, there is limited capacity or understanding within communities of the long-term cost of maintaining or replacing existing facilities.

- Indoor sports facilities can play a major role in urban renewal and redefining a community, but these will require new operational and governance models for partnering with communities.
- There is a need to strengthen the models for developing community level facilities, particularly where they involve amalgamating different sporting codes and shared facilities.
- There is a need for 'exemplars' and case studies of successful development to be available to communities considering change.

6.5 Building the right network

6.5.1 Facilities reaching the end of their economic life

There is a significant risk that a large number of the indoor facilities are reaching the end of their economic lives, making the network particularly vulnerable. As identified in the consultation, 60% of local authority managers identified potential maintenance problems with some or all of their assets.

The conversations with the local authority managers cited buildings which were largely uncomplicated, in terms of infrastructure but which have been patched and repaired to keep them operational without major realignment to the needs of the community. They tend to have poor disabled access, poor kitchens and changing rooms and are inefficient to operate.

In some regions the network is also dominated by school gymnasiums which are similarly small and often old. In regions such as Bay of Plenty 80% of facilities have 2 or fewer courts and nearly half the school network is over 35 years of age.

Characteristics of community and school courts by region

Region	Proportion of community facilities with 2 or less courts	Proportion of school gyms over 35 years
Northland	0%	40%
Auckland	88%	40%
Waikato	67%	54%
Bay of Plenty	80%	43%
Taranaki	0%	43%
Gisborne	-	50%
Hawke's Bay	33%	41%
Manawatu-Wanganui	33%	50%
Wellington	50%	41%
Tasman	100%	25%
Nelson	50%	0%
Marlborough	0%	33%
West Coast	100%	0%

Characteristics of community and school courts by region		
Region	**Proportion of community facilities with 2 or less courts**	**Proportion of school gyms over 35 years**
Canterbury	56%	55%
Otago	67%	13%
Southland	0%	70%
New Zealand Average	**65%**	**42%**

Table 17| Characteristics of community and school courts by region

6.5.2 High percentage of smaller facilities

The New Zealand network is largely made up of small facilities with few courts. These have been commonly developed in an ad-hoc manner over previous decades. In many cases the assets met the needs of the raft of smaller local authorities that existed before the amalgamation of the 1970's and therefore were focused on very local level needs. Of the 96 indoor facilities around the country, 84% of them have between one and three courts.

There are multiple difficulties with this configuration. They lack the scale to be able to make permanent on site management viable which results in ad-hoc use, limited marketing and potentially maintenance. In addition, the lack of scale also limits the facilities which are viable. A large scale facility can also attract commercial activities such as cafes and retail which contribute to both the activity but also the financial viability.

The smaller facilities have limited ability to cater for larger events, which require warm up space or multiple games at one time. In the same context, there is less flexibility with the transition between games or having one booking dominating a facility.

The trend to larger facilities echoes the trends in retail where people are prepared to travel further to enjoy a wider range of options and better experiences.

6.5.3 Some regions are highly dependent on school facilities

The school network plays a critical role in the provision of facilities throughout New Zealand. It has been particularly important in regions which have a distribution of small regional towns. However a number of regions have a very high proportion of the total provision provided by school facilities. This makes them particularly vulnerable to poor maintenance by schools and likely to be a poor match to an aging population.

The following table shows the proportion of total courts provided by schools in each region. Regions such as Northland have 83% of their total courts provided as part of the school network. Similarly Gisborne has 100% of courts provided in the school network. These regions are therefore particularly vulnerable to changes in the provision or maintenance of gymnasiums by the school network. However, there may be opportunities in some regions to look at better management options post school hours to open up school facilities to the sporting community.

The framework also needs to reflect that some locations are likely to see a decline in school age population with a resulting decline in the number of schools. In five New Zealand regions the decline in school age population is over 4,000 learners, which is as large as the loss of students due to the

Canterbury earthquake. This will mean a potential rationalisation of schools as large as the recent Canterbury closures.

The changes in the school network may provide an opportunity for local communities to acquire school facilities for their local needs. However, what is more likely to result is the closure or decline of schools and reductions in the availability of school gymnasiums to support the indoor facilities network.

School gymnasiums as percentage of total indoor facilities by region	
Region	**Proportion of school courts in total provision**
Northland	83%
Auckland	69%
Waikato	68%
Bay of Plenty	75%
Taranaki	70%
Gisborne	100%
Hawke's Bay	71%
Manawatu-Wanganui	59%
Wellington	64%
Tasman	67%
Nelson	42%
Marlborough	50%
West Coast	33%
Canterbury	65%
Otago	73%
Southland	40%
New Zealand Average	**66%**

Table 18| School gymnasiums as percentage of total indoor facilities by region

6.5.4 Key findings

- There is a need to reduce the dependence on small, inflexible facilities which will increase the ability to meet the needs of an aging and more cosmopolitan population.
- There is a need to change the way school facilities work within the network, especially in provincial centres. There are potential opportunities here to open up school facilities to the sporting community after school needs have been met.

6.6 Aligning funding, design and development

6.6.1 Too many poorly designed facilities

There was wide recognition within the stakeholders of the problems of poor design in indoor facilities. The underlying challenge with the facilities is that the design is commonly intended to be an iconic venue, rather than a 'work-a-day' tool. The design process therefore focuses on the architectural form of the facility rather than its operational functioning. For example, stakeholders cited attempts to fit square courts into oval buildings or sky lights which meant that afternoon sun was in players' eyes.

Local authority managers and users also spoke of examples where, in an attempt to bring projects within a budget, compromises were made on the fundamental components rather than on design aesthetics. The last minute alterations can have significant operational implications. It is important that the fundamental requirements of proposed users are clearly understood and that any last minute changes do not impact on the required functionality.

Part of the challenge of the facilities is their unclear role within the network, particularly at regional level. Commonly cited by stakeholders were models where local authorities developed facilities to attract the economic benefits through regional or national competition which was not sustainable at that location.

In developing their understanding, the local authorities may base their expectations on the representation of NSO or Regional Sporting Organisations (RSO) on the number of events which may be available. However, there is no cost to the NSO or RSO in presenting this perception, and while a number of NSOs recognise the importance of their role in this process, this is not universal. There is a risk that local authorities can be induced to develop facilities on the unrealistic expectation of economic benefits from a calendar of events which ultimately may not arise.

6.6.2 Funding framework lacks clarity and strategy

The challenges of funding appeared to be at the two extremes of facility scale. For the very large facilities there was often confusion in its role in the network. Local authorities at times competed to provide national level facilities to attract economic activity. In the planning process there were commonly errors in estimating the number of major events they may attract. In some cases they were lobbied by NSOs or RSOs which resulted in misunderstanding of the role of the facility in the national network. The charitable trusts also comment that they were faced by competing proposals which appeared to be targeting the same range of events.

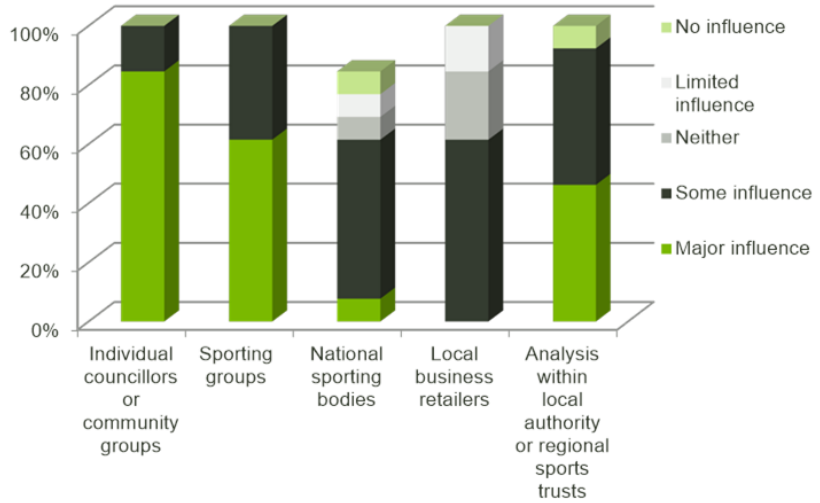
At the other extreme were very small communities which had an expectation of facilities which they sought in their community which were difficult to justify by their use or commercial relationships. Often the expectations were based on what they saw in larger centres. The most common issue appeared to be around replacing a range of community funded, small community facilities with a centralised facility. The preferred solution was commonly cited as the 'sports hub'.

The issue was most common where they were seeking to replace existing facilities, often as part of an urban renewal programme.

6.6.3 Decision Making Processes

A number of local authority managers spoke of the capture of the development proposal by either small community groups or individual councillors. A number of local authorities consulted spoke of individuals or community groups driving forward proposals which were out of scale with local demand. Within the local government survey, when asked "who is the most important decision maker or opinion leader in the process"; 84% of respondents cited individual councillors or community groups as 'a major influence' and the remaining 15% as of 'some influence'. Similarly the influence of community groups was cited as 'major influence' by 61% of local authorities and some influence by the remaining 39%.

Graph 8: Significance of Decision Makers and Opinion Leaders



The results were echoed in individual conversations with local authority managers who spoke of the capture of the facility planning process by interest groups. We consider that this issue is largely due to a lack of a strategic approach to asset management. It can be argued that significant "investment" by users is vital to ensuring that facilities are developed but good management and post development is vital to ensure access is provided in accordance with the intended purpose of the facility. Where facility management is unable to control the usage, agendas may form that seek to take control of facilities.

6.6.4 Key findings

- There is a need to ensure technical understanding of facilities is available when developing assets. Lessons learned from other facilities should be made available throughout the network, especially in smaller centres.
- There is commonly confusion with stakeholders and charitable agencies around the role that the facility will have in the network and therefore the supporting requirements for the facility within the network.
- The development of facilities represents a significant subsidy from the funders and there is a danger of the process being captured by specific interest or sporting groups which are transferring the cost of their sporting interests to the wider community.
- The development of facilities needs to be focused on functional capacity and how it will support the wider sports facility network, rather than on an iconic facility, which positions itself in isolation.

7. Developing the Road Map

The discussion in the previous section resulted in a number of key findings. Each of the key findings has been considered so that guidance material can be developed to support all future project stakeholders.

The outcome is a suite of initiatives which support the development of a collaborative approach between stakeholders. Appendix A outlines the Decision Making Criteria for indoor sports facility development which incorporates the anticipated roles and responsibilities for all stakeholders.

The analysis and consultation has identified that the stakeholders expect Sport NZ to play a leadership role in any new major developments. The scale of the involvement needs to be appropriate to the scale and role of the facility in the network. In part, the process will be of brokerage of experiences between local authorities.

Appendix B then documents a Toolkit for Developing Indoor Sports Facilities and captures the key elements that need to be considered. This process applies equally to new facilities or to the re-development of existing facilities.

The 'Development Guidelines' require clear alignment with the NSOs on the role of the indoor sports facilities they utilise. This needs to define the role and usage levels as part of development of the sport. For this to be effective it will require the NSOs to establish national event strategies to maximise the usage of the network facilities (a programme of events). This will provide credibility and rigour to any endorsement of the demand.

By extension, asset owners should develop a clear understanding of their capital programme plans by completing needs assessments for their indoor facilities and developing indoor facility plans that guide its future development and priorities. These plans should align to this National Indoor Sports Facilities Strategy.

Local authorities should be encouraged to obtain a clear statement on the role of the facility within the national network from each of the NSOs, prior to committing to new facilities. This requires detailed consideration of the allocation of space to various different user groups.

Local authorities are encouraged to determine and publish a framework for access between club/sporting groups and the broader recreational community. The key issue is that when each territorial authority determines its plan, this will respond to the needs of the total community, this includes both sporting and community users. It is not possible to define an exact percentage for allocation of space to each of the groups. Rather it requires consideration of the total assets in each area, a balance between the specific demands of each group in the locality and the level of subsidy that the asset owner is prepared to support.

Appendix A
Decision Making Framework

Decision Making Processes

Figure A.1 demonstrates a decision making process that is focussed on project stakeholders maximising development (including re-development) opportunities. This process aims to achieve a targeted approach to investment in order to avoid the risk of allocating funding in a piecemeal manner, and maximises the ability of projects to provide sustainable monetary and non-monetary benefits.

When considered in the context of this Strategy, the process provides a pathway for good decision making.

Guidelines (refer Appendix B) have been developed to assist in the consideration of projects (including re-development projects) and form a critical part of the decision making process outlined below.

It must be noted that the identification of the need for an Indoor Facility may be generated by a variety of sources. The Decision Making Framework proposed is based on TAs developing Indoor Facility Plans and the major NSOs aligning to this Strategy. The role for Sport NZ is to engage as facilitator and mentor in the preparation of the plans and in continued discussions with the NSOs. This may include providing peer review of proposals.

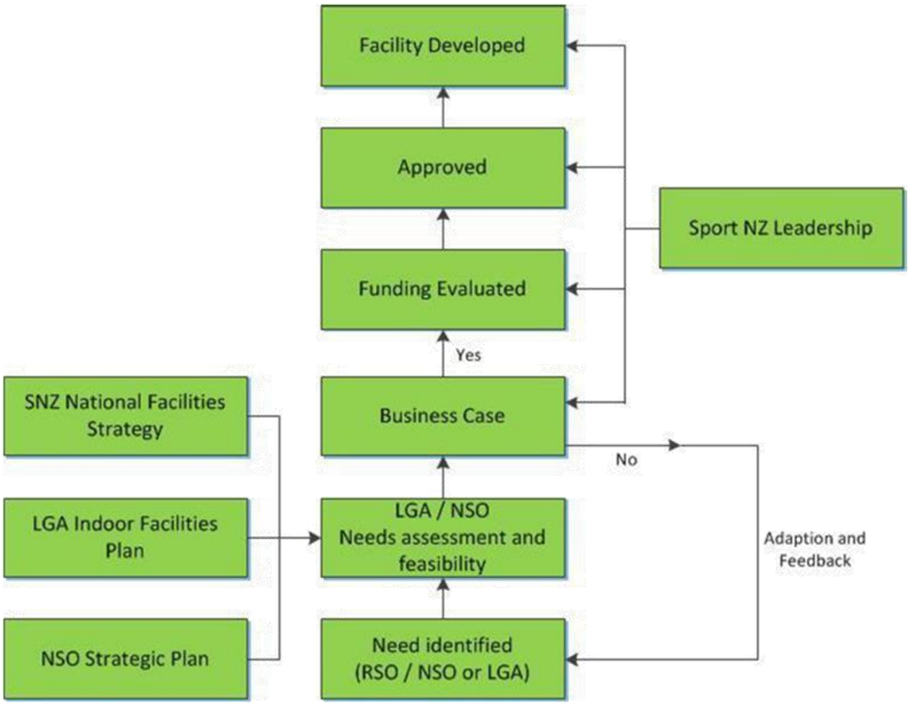


Figure A.1 Decision Making Framework

Roles and Responsibilities of Key Stakeholders

In adopting a new approach to the planning, prioritisation, development and funding of indoor sport facilities as set out in Figure A.1, it is important to clarify the roles and responsibilities of key stakeholders in the process. The following roles and responsibilities have been identified in line with Figure A.1.

Sporting Clubs, Associations and Community Organisations

Focus on delivering their sports
Identify and articulate their issues to RSO and TA
Assess the plans of the NSO, TA and this Strategy
Consideration and engagement with other organisations/activities that require similar facilities

Regional Sporting Organisations (RSO)

Provide support to Sporting Clubs and Associations
Identify the need for new or re-developed facilities based on:
- Gaps in current facilities provision based on demand (membership and use)
- Changing demographics including population growth

Identify and articulate their issues to the NSO and TA

Work with the TAs and land owners for co-located facilities and to assess demand
Ensure consistency with NSO strategic planning
Proactively engage with all stakeholders

*National Sporting Organisations (NSO***)**

Undertake strategic planning for the sport and engage with the TAs and this Strategy
Ensure consistency with NSO planning (a consistent voice from the sport)
Assist in the co-ordination of initial investigations and engagement between the RSO, and Sport Clubs and Associations to analyse the feasibility of the project
Engage with all partners and stakeholders

Territorial Authorities (TA)

Recognise its role as the primary provider of Indoor facilities
Work with the RSO and NSOs to understand their needs
Develop Indoor Facility Plans that reflect their local communities and the Strategy.
Lead the preparation of needs analysis, gap and demographic assessments
Lead the preparation of feasibility studies and resultant business cases and work closely with the RSO/NSO when relevant
Understand key measures of success including:

- Participation levels
- Financial sustainability (using benchmarks to provide a 10-year period to determine operational subsidy or surplus)

Work with the project stakeholders including the NSO, RSO and Clubs to determine priorities and objectives for the facility including consideration of:

- What is the purpose of the facility
- What is the service mix required to meet community demands
- Identify the right site including consideration of land values, access, strategic planning policy and location
- Impact on other facilities in the network

Engage with community partners and stakeholders

Sport NZ (SNZ)

Provide leadership, guidance and advice throughout the planning process including reviewing and commenting on business case and feasibility studies.
Provide benchmarks and information against which proposals can be measured
Assess business case submissions against funding criteria
Remain strategic in the consideration of all new proposals as they relate to the Strategy

Appendix B
Toolkit of Indoor Development

Indoor Facilities Checklist

Project Identified	For Consideration	Tick box when completed
	Establish the need for the project	O
	Establish key characteristics of the population	O
	Establish the type, number and requirements for facilities mix	O
	Engage with other organisations/activities who could co-locate	O
	Define roles and responsibilities within the stakeholders	O
	Identify a gap in facility provision (re-development, reallocation of space and new facilities should all be considered)	O

RSO / NSO / LGA Needs assessment and feasibility

Feasibility	For Consideration	Tick box when completed
	Formalise the need	O
	Assess locations for the facility (including redevelopments)	O
	Assess the scope of the facility, building on the facilities mix	O
	Concept costings including whole of life and operational	O
	Is the project feasible to progress to Business Case?	O

Business Case

Asset Owner	For Consideration	Tick box when completed
	Set vision and objectives - Determine the purpose of the facility	O
	Identify service mix required to meet community needs and ensure alignment to existing strategies and policies (eg Sport and Recreation Plans)	O
	Select the site - Demonstrate that the site is located within a growth area or urban regeneration area	O
	Demonstrate the ability to link with adjacent or nearby facilities and services	O
	Identify and engage further with stakeholders and the community, particularly potential operators	O
	Select management and operating model including determination of the following: Are other parties able to contribute to capital and/or operating costs Will the facility or programs generate full-time use Resourcing – are the right skills available in-house Ability to retain and mitigate risk including ownership, financial, construction and ongoing operational Who pays the operational costs	O
	Set principles for design of the facility that address functionality, user experience, access and sustainability	O
	Provide strategy for ongoing asset management	O
	Prepare concept design including preliminary costing	O
	Identify funding opportunities and sources	O
	Prepare Business Case	O

Assess against the Strategy

Assess against Strategy and provide a recommendation	For Consideration	Tick box when completed
	Assess against available funding criteria (including a site visit)	O
	Prior to a recommendation being made, endorsement from NSOs will be required	O
	Provide a recommendation to Funding Parties	O

Establishing the Need

An indoor facility aims to meet the needs of the community. A facility's financial sustainability is also linked to how well it services existing and future sport and recreation needs. Initial clarity about the needs of the community that will be met by the indoor facility, and the setting of clear objectives to reflect needs is a key ingredient for success.

Understanding need may involve, defining the facility catchment, undertaking a strategic view of community facilities in the long term in the area, and identifying what role the facility can play in addressing the need. It is important that the drivers for a facility in terms of community need can be clearly articulated and where possible quantified.

Key Step	For Consideration	Possible method
Establish the catchment of the facility	Distance Population density Physical barriers such as rivers and major roads Accessibility	Circular catchment analysis
Establish the demographic and socio-economic profile of the catchment area including	Key characteristics of the population Age, gender, income, ethnicity, employment Access to transport modes Cultural values and needs Participation levels	Review Census data Review participation data (Gemba, SNZ activity survey, Comunitrak) Engage ports clubs and associations
Audit existing facilities and services	Existing facilities and programs in the area Key user and representative groups in recreation and sport provision Identify desired standard, and gaps or deficiencies in existing provision Identify opportunities for organisations to co-locate Identify the participation of the sport/activities Past and future growth in sport/activities	Review records Site inspections Review Sport and Recreation Plans
Identify any future growth areas or urban regeneration areas that may be connected to the facility.	What will the future needs of the community be?	Review District, regional and local strategic plans
Demonstrate how the facility fits into the strategic and policy framework for the region and the relevant sport and recreation plans (including SSO plans)	Strategic planning	Review State and local policy, sport and recreation plans

Vision and Objectives

To determine the meaning of success facility providers must identify what they want to achieve through their proposed facility. Setting objectives for the facility should also clearly determine the relative commercial and community focus of a facility. Some facilities may have greater focus on commercial success, while other facilities may weight delivery on social objectives (social inclusion, health, participation, safety).

Key Step	For Consideration	Possible method
Scale and function	Facility catchment Activities the facility will host Formal and informal groups that will use the facility Mix of facilities and services that will be offered	Stakeholder consultation Review relevant plans
Objectives	Links to needs identified in the catchment Participation outcomes Particular groups to be serviced Social inclusion Social capital Sports pathways Broader community benefits Safety outcomes	Stakeholder consultation
Environmental	ESD considerations	Design opportunities
Financial and commercial	Financial sustainability Revenue generating activities Lifecycle asset management and future upgrade Recurrent costs of running programs	Detailed analysis

Site Selection

Selection of the appropriate site is critical and will be a significant factor in the success of the facility. Where possible, co-location with existing infrastructure including public transport, education, health and community services, existing local sports clubs, business and shops can contribute significantly to the success of facilities.

Key Step	For Consideration	Possible method
Location	Areas of demand Accessibility for pedestrians, cyclists, private vehicles and public transport (including those with a disability) Physical barriers such as rivers and major roads Existing infrastructure	Engage stakeholders Site inspections
Availability	Land ownership Land tenure Land cost and affordability	Maps and GIS data Stakeholder consultation
Site analysis	Size and shape Topography Vegetation Exposure to wind Views and visibility of the site Watercourses Geotechnical Land contamination Compatibility with surrounding land uses	Maps and GIS data Site inspections
Linkages	Proximity to and ability to link with adjacent or nearby complementary facilities or services (e.g. schools, childcare, existing sport and recreation facilities, libraries, community centres, shopping centres, medical centres etc.). Transport links (to all modes) are important.	Urban design framework
Functional and iconic potential	Gateway site Site well known to the regional community Extent of support and interest in the site as an Indoor facility by stakeholders and the community; network of existing clubs and organisations willing to participate Interest of potential private sector partners – are there areas of the site that will be attractive to them?	Urban design framework

Identify and Engage Partners, Stakeholders and the Community

Good relationships and common values between facility partners are a key component of the success of facilities. A relationship of trust and common purpose between partners is a characteristic of facilities that operate well. Engagement of stakeholders and the community should be undertaken at targeted points throughout the various stages described above.

In principle, early awareness and involvement of stakeholders and community in the process will provide greater "buy in" and ownership of the indoor facility, and allow best management of potentially complex relationships between stakeholder groups.

Key Step	For Consideration	Possible method
Identify and engage potential partners	Partners in the successful development and operation of an indoor facility can include user groups, clubs and associations and commercial service providers. A particular operating model such as a shared use will involve particular partners Do all partners share the vision? If not how can they be aligned? Are there any partners missing that are needed to deliver on the vision? Is there potential for a shared use model and if so who should be engaged? Consider site selection and operating and management models	Prepare and implement Community Engagement Plan
Engagement Strategy	Identify communities of interest Who will have input and who will be informed How the community will be engaged and when The organisations, groups, and individuals to be consulted with may be different at different stages of the project.	Community Engagement Plan may include individual meetings/briefings, group workshop

Management and Operation

Selection of a management model will depend on a range of factors including:

- The facility objectives
- The in-house expertise and resources of the facility owners. Are they able to deliver on the objectives?
- The scale and nature of activities undertaken at the Facility
- The level of control of operation the Facility owner wants to maintain
- If considering a contract management model, the availability of suitable contractors
- Capacity to fund, to operate, to maintain and improve
- Establishing who will have responsibility for the decision making process

It is preferable that an early decision is made on the preferred Management Model. In considering the options, reference should be made to the recently released Territorial Authorities Sport and Recreation Facilities Guide (March 2013). Further information is available from the Schools/TA Partnership Guide.

In line with the identified users and uses of the facility is the need to explore the best management arrangement to ensure all needs are met while the centre is operated in the most cost effective manner. This includes an assessment of the rationale for service delivery and a clearer understanding of whether or not the facility will be a centre catering solely for community groups; expected to operate commercially, or a mix of both.

This is best explained in terms of a 'community' facility that offers maximum access but may require on-going subsidy, through to a commercial centre that may be viable but not fully accessible to the broader community.

Understanding why the precinct is being developed and clearly articulating the community benefit is a key outcome of the overall process. Clearly identifying the intended level (local, regional or state) will also assist in the type of management best suited to the facility with smaller localised facilities tending to have more of a social outcome and therefore more suited to lease and licence arrangements with local groups through to larger more commercial facilities that may be outsourced under strict contractual and procurement arrangements.

Key Step	For Consideration	Possible method
Are other parties able to contribute to operating costs	Contribution to operating costs will partly determine the financial sustainability of a facility. The following will inform the selection of the operating model: 1) Will operating costs be met almost entirely by the host LGA with little or no contribution from operating income 2) Will operating costs be met by operating income from multiple partners and some subsidy required from LGA 3) Will operating costs be met entirely from user fees and operating income	1) Direct Management (depending on resource skills and requirements) 2) Consider Joint Management Shared Use Agreement 3)Multiple options for operation
Will the facility or program facilitate full-time use	1) Facility/program is primarily out of hours 2) Facility/program requires all hours	1) Shared use with an educational institution (shared use) 2) Multiple options

Key Step	For Consideration	Possible method
Resourcing	1) There will be very minimal staff input required for facility/program and skills are available 2) There will be considerable staff requirements and local employment/training requirements and resources needed to administer the facility, and specific skills are not readily provided in-house	1) Self-management 2) Outsourced delivery

Design

The design of an indoor facility will involve consideration of the size, location and nature of the site and its surrounds, the facilities to be developed, the objectives of the facility, who the primary user groups will be, and the budget.

Implementing a facility design that suits the activities and the users is also a component of success. Responsive design can create a place where people come to play, meet and connect with the local community, that is inviting and stimulating, visually sensitive and expressive, and has a feel good atmosphere for people of all ages and cultures.

Key Step	For Consideration	Possible method
Definition of objectives	Design objectives in relation to the look, feel and function of the facility may be in addition to the objectives for the facility overall. Ensure alignment to the agreements on objectives and scope from the Business Case.	Partner, stakeholder and community engagement
Concept design	Site analysis Size and shape Topography Vegetation Exposure to wind Views Watercourses Land contamination Compatibility with surrounding land uses Opportunities and constraints User requirements Facility users' needs in terms of total court area, characteristics of spaces, linkages between spaces, accessibility requirements Identity of facility User groups, club identities, desired facility outcomes Flexibility and changing functions Shared use Passive surveillance and Crime Prevention Through Environmental Design (CPTED) Cost estimates Approvals	Architect's brief to address all components
Asset Management Planning	Whole of life economic and financial costs associated with constructing, procuring and operating a facility	Life cycle cost planning

Appendix C
Methodology

Overview of Methodology

The approach of the project has been to focus on consultation and facilitation of stakeholder views.

The predominant framework for the methodology was to focus on the needs of the sector, before investigating the facilities available. The intention was to understand the drivers for the use of indoor facilities and the changes that are developing with time. The needs are then compared to the existing facilities to identify the gaps and shortfalls.

A key element of the approach is to recognise in a relatively small country such as New Zealand that there are limited resources and a need to ensure the maximum efficiency in the provision of facilities. For that reason the methodology considered the difference between the mismatches of existing infrastructure to demand and also the reasons that decision making may have resulted in poor allocation of resources. The methodology is presented in the graph below.

Assessing Needs

The Strategy sought to consult with the National Sporting Organisations (NSOs) to understand the current and future needs of the sport they represent. Toward that objective we interviewed the national organisations which have explicit demand for indoor sports facilities. A full list of the consultation undertaken is included as Appendix F.

We considered it was important to understand the nature of the stakeholder sports and the changes each are facing. To augment our understanding of the individual sports we reviewed the strategic documents of the NSO, including Strategy Plans and Annual Reports.

We also actively evaluated participation in different indoor sports using a variety of Sport NZ participation surveys. We then modelled demographic profiles and likely changes in participation.

The conclusion of the needs analysis was to consider the appropriate provision of indoor facilities in New Zealand. To identify this we considered both the international benchmarks and the average New Zealand profile. An important component of the needs assessment was to model the demographic changes and consider what the potential implications on indoor facilities was both at a regional level and an overall national level.

Assessing Facilities Profile

Independently from the needs analysis we developed a national database of indoor facilities. We incorporated indoor facilities large enough to include a full sized netball or basketball court. The database was derived from the Netball New Zealand review of facilities, the recent Freeman Associates Ltd databases, the knowledge of the Sport NZ advisors, and internet research of facilities and capabilities.

In addition to the database of community facilities we reviewed the database of school gymnasiums. This involved database analysis of the age, and capacity of the schools and the provision on a regional basis.

The assessment of facilities however did incorporate some detailed discussions with local authorities. This was through both one-on-one interviews and an internet-based survey of local authorities. The focus of the analysis was not only how they perceived asset maintenance and management but what the drivers for their investment in indoor sports assets are.

In addition to local authorities, interviews were conducted with major owners of indoor facilities in Central Government. This was predominantly represented by the Ministry of Education, which is a major owner or guardian of gymnasiums through its school network. In addition, we had broad discussions with both the New Zealand Defence Force and the Tertiary Education Institutes to understand how their facilities fitted with the wider network.

Identifying the Gaps

Identifying the gaps began by considering the profile of the existing asset base and how these differed from the needs of indoor facility users. This considered both the regional distribution of facilities and the types of facilities which will be needed in the future. An analysis identifying any gaps between the existing facilities was derived from comparing the needs and future demand for facilities against the existing network.

The result was an overview of the areas where the facilities available did not align with the needs of the community and competitive sports. It also modelled the potential changes in needs with the changing demographics to highlight where future gaps in the provision may eventuate.

We consulted with local authorities on the challenges they faced in planning and developing indoor facilities. The focus of the gap analysis was not to critique existing facilities or local authorities; it was to understand where the decision-making frameworks have failed to provide for the needs of the community. In developing the gap analysis the failures in planning for facility development were identified as part of the consultation phase. This linked to the commentary by NSOs and the local authorities on the successes of some developments and the areas where changing processes may have improved the end result.

Developing the Road Map

The conclusion of the strategy provides a framework for developing the facilities required. Its focus is on improving decision making and creating opportunities for central Government, local Government and community organisations to work together.

The overall approach aims to promote efficiency in the provision of assets, and establish the best network which New Zealand can obtain from its limited capital.

The resulting strategy goes on to outline the roles of the respective partners in ensuring an efficient network, and the toolkit required to ensure this is developed in a cost-effective manner. It also outlines a toolkit for the improved provision of indoor facilities.

Appendix D
International Models

Sport England[14]

In their search for a sustainable community sport model Sport England recommends the development of Community Sports Hubs. The documentation around this issue suggests a Community Sports Hub should include at least one sport that is developed to an elite standard and complies with the sport's governing body facility requirements. The strategy proposes that public and private partnerships might be the best governance model.

Sport England believes it is possible to develop and run fully sustainable community sports hubs. To be sustainable these hubs must deliver world-class sports facilities, sport development and talent pathways. They must also minimise the long-term financial obligations – be it annual subsidies, maintenance or capital expenditure that they place on local authorities. This can be achieved through the creation of a 'dowry' which uses various income streams, including commercial ones, to ensure long term financial stability.

The Sport England concept of Community Sports Hubs promotes the development of "new style" management partnerships that link sport and physical activity with health, social welfare, education and lifelong learning. Three models are proposed to achieve this outcome:

1. The Sports Park concept embracing a major sub-regional 'hub' with multi-services/multi-sport on a single site (approximately one per region).
2. The Community Multi-sport Hub concept embracing multi-sport facilities based on local need (approximately three per region).
3. The Multi-sport Network concept, developing locally based locally determined projects to link existing facilities and clubs within a multi-site environment, but with a single operation and delivery structure (approximately 10 per region).

Dowry Funding

Within the United Kingdom sports model is the concept of a 'dowry' contribution. The idea of the dowry is that the contribution of capital will exclude the need for subsequent funding from the local authority. The model assumes that income will be sufficient to allow both for operation and renewal and upgrading.

The model would commonly involve parcels of land or property rights which can be used to generate ground rental and rental or payment for naming rights which could accrue to the sports hub.

[14] Sport England, July 2008, Developing Sustainable Sports Facilities

Sports Hubs

The United Kingdom matches the New Zealand experience with an interest in establishing hubs of sporting activity. As with other United Kingdom initiatives there is a suite of guidance tools and protocols. The predominant resource is a development toolkit entitled '*Developing Sustainable Sports Facilities'*.

The framework reflects similar drivers to the New Zealand model of 'Sportsvilles' or Sports Hubs. However the United Kingdom model puts more emphasis on the role of Sports Hubs as a tool for urban renewal. The United Kingdom toolkit talks of four preconditions to the viability of a Sports Hub. These are: a need for a strategic review of sports facilities; physical and economic regeneration in areas of high deprivation; a catalyst for other development; and a framework for releasing land through enabling developments. Of these, criteria three and possibly four imply an element or urban renewal rather than obtaining efficiency in sports facilities. The patterns of economic development through urban renewal are well established in the United Kingdom, where urban areas are often significantly older than their New Zealand counterparts.

A further difference is the extent to which the sports hubs would seek major commercial operations within their structure. This partially reflects that there are more opportunities for large and profit making sports activities, such as football clubs, which can provide shelter for these facilities. However the model also places a framework for explicit commercial developments as part of the package. The local authority role in education also means that Councils are in a position to link facilities in sports facilities.

Scottish Models

In Scotland, the Scottish Parliament absented from Central Government strategy by determining that local authorities are responsible for 90% of public sector expenditure on sport. Local authorities are also the number one provider of sport facilities. They provide two thirds of the total number of sporting facilities, with sports clubs and other private sector organisations providing the remainder.

Given the leading role played by local authorities, the Scottish Parliament states that 'it is important to examine the role of local authorities in supporting the sporting infrastructure, not only in terms of the sports facilities that they operate but also the partnership work that is done at local level between councils, local clubs and sports governing bodies.'

According to the Scottish Minister of Sport, a community sports hub is 'not just a physical cluster of sport facilities but an opportunity for the key players in sport to interact together'. Many examples in the United Kingdom are therefore based at the community level and include schools as these institutions come under the direct auspice of the local authority itself and therefore are a key target group for sports hubs. The Scottish Parliament stated that:

'The purpose of the community sports hub is 'to bring together schools, clubs, council officers and national governing bodies locally under the umbrella of a single community sports organisation to add value to what is already going on, fill the gaps and get things working.'

Overseas Models for how Agencies Work Together

Clarifying the balance between centralised strategies and local delivery is a challenge throughout the world. In developing the way in which local and central Government should operate, it is important to compare and possibly learn from overseas experience.

Much of the overseas efforts toward establishing a network of sporting facilities are around funding models and creating facilities of sufficient scale to provide income generating opportunities. The underlying drivers for this are common world-wide trends with user expectations around the quality of facilities and their preparedness to travel to such facilities with both being higher.

United Kingdom

British indoor facilities have highly developed strategies around developing indoor sports and evaluating the need for facilities. The underlying approaches of Sports England and its sister agencies in Wales, Scotland and Ireland, are more prescriptive than the New Zealand frameworks. It particularly advocates for:

- A range of tools and guidelines to shape the development of sporting facilities
- A National Sports Facility Calculator which outlines the sporting needs
- The active promotion of shared facilities; commonly through sports hubs or 'sports villages'
- National development of the specialist sports college network in promoting "dual" use operational model between education and local providers

Many of the approaches being adopted in the United Kingdom are focussed toward Public Private Partnerships (PPPs) and the establishment of Trusts to manage local authority infrastructure and in some cases the sport and recreation services of the Council itself.

The United Kingdom makes extensive use of guidance tools to promote the planning and development of facilities. It includes tools and protocols for improving facilities, design and funding options. There is a stratum of trust operated indoor facilities and funding models which can provide assistance to smaller communities. However, as with Sport NZ, Sport England is a facilitator and advocate and the approach is to guide local authorities and key agencies in their provision of facilities.

A component of the process is benchmarking tools, which allow local authorities to compare their provision of facilities against similar 'clusters' of communities. For example QUEST is adopted by Councils to assess their performance and identify areas for improvement. Further tools include a database of over 50,000 sports facilities in the United Kingdom to assist with the selection of venues.

A number of the tools are based on demographic analysis by the University of Edinburgh. These include complex supply and demand modelling tools which consider the levels of deprivation and estimate how far people are prepared to travel.

The model uses census information at output area level to help establish the profile of the population, including, age, gender, access cars, 'Index of Multiple Deprivation (IMD) scores. These are all used in the model to estimate the potential and nature of demand for sports facilities.

They also prepared the Sports Facility Calculator which uses demographic profiles for locations and calculates the number of facilities which would be appropriate. The model was developed for Sport England and is updated based on demographic changes and changes to participation rates. As an example, the Sports Facility Calculator would predict a population may require a specific number of courts, sports facilities; and artificial sports pitches.

Australia

The Australian Sports Commission (ASC) was established to provide national strategies for the development of sport. The Australian Institute of Sport is part of the ASC and provides focus for high performance sport. However, largely the development of facilities operates at a state level in Australia. The various states have individual, but largely parallel models for seeking integrated facilities strategies.

The focus of the Australian state models is to establish alignment between the sporting organisations and the funding agencies. In particular, central funding agencies will not consider a business case until there is endorsement from two of the NSO (equivalent) organisations which assure the facility has a major role in their venue usage.

Similarly, there has been a drive for charitable organisations to match this process. This framework relates not only to clarifying the role within the hierarchy, but also how the overall viability of the facility will be achieved, in terms of a variety of income sources and realistic expectations regarding utilisation.

A further component of the Australian model is pursuit of specific opportunities for shared facilities. Effectively these are the equivalent of ‘sports hubs’ or ‘Sportsvilles’, in the NZ context.

United States

American models for sporting facilities need to operate in both a different democratic process and a different culture of private provision that user pays.

The democratic process is more complicated by the structure of federal, state and local authority governments. This creates greater potential for competition between public bodies to attract the economic benefits of indoor facilities.

The increased culture of user pays and competitions results in a greater tendency for ‘themed’ water parks or indoor facilities. These may be ‘pirate adventure lands’ or similar which operate on higher commercial models and greater dependence on revenue income.

The role of benchmarking the provision of facilities commonly falls to the National Parks and Recreation Association (NPRA). This organisation would provide both guidelines and recommendations on the provision of facilities, the management process and the employment of staff. The organisation is therefore an advocacy organisation which is promoting the interest of its membership, rather than wider community benefits from sport and activity. However, it does consist of a membership dedicated to these objectives.

The NPRA does provide guidelines for the provision of courts. It usually differentiates these between counties and major cities. However, comparisons are difficult in that American cities are generally so large that the potential for efficiencies of scale are significantly larger. The expectation of scale is also significantly greater, with discussion of fitness centres ranging up to 50,000 square metres.

Appendix E
Overview of Network

Establishing a Database for Indoor Facilities

Community Indoor Sports Facilities

In developing an understanding of the network we worked to review and extend the various existing databases of indoor sports facilities.

The most detailed database was developed by Netball New Zealand to provide an understanding of the accessibility of indoor competition and training facilities for netball stakeholders. This database captured information on competition and training facilities separately, collecting different information for each facility.

The information collected for the competition facilities was comprehensive, in that it evaluated the facilities against the explicit needs of a major sport organisation. It included aspects such as facility layouts, car parking, lighting, suitability for TV and court floor type and markings. For the purposes of this analysis we were most interested in the role of the facility, and its location, spectator capacity and number of courts. The database for this Strategy identifies community facilities, including local authority facilities as well as facilities owned by sports clubs, trusts, community organisations and private schools. In addition to the Netball New Zealand information, the project was given access to the Freeman Associates Ltd Report on Territorial Authority Sport and Recreation Management (October 2012) commissioned by Sport NZ, which includes an Inventory of Territorial Authority Sport and Recreation Facilities.

This inventory included the name of the facility, the district it is located in and a basic indication of its use. As well as indoor sports facilities, the inventory includes facilities for recreation and fitness. In many cases these recreation and fitness centres do not have any indoor courts, in which case they were omitted for the purposes of this report/analysis.

The approach we chose was to combine the above databases, and use internet research to provide further information in areas where there were significant gaps. The result was to identify the facilities across the country, comprising of approximately 210 indoor courts between them.

The resulting database will obviously have some gaps in both the identification of facilities and the understanding of the number of courts in each facility. The overall focus is to establish policy guidelines and strategies at a national level, rather than identify issues as a local level. Therefore the focus was on the critical elements required to inform good strategy development. It is expected that the database will develop and evolve over time.

Ministry of Education Indoor Sports Facilities

In addition to looking at council facilities we also looked at facilities owned by schools as part of the Ministry of Education network. It is important to understand the contribution school halls make to the overall network. They are critical for school sports programmes and educational fitness, and making facilities available in isolated communities. However, for the most part school halls are not available to the public and thus have been considered separately from community facilities.

Data for school halls was obtained directly from the Ministry of Education. The data provided includes the name of the school, the district it is located in and the age and size of the hall. In order to draw meaningful comparisons between council and school facilities we equated school halls to one, two or zero courts depending on its size. This was translated into estimates of court numbers to provide a consistent basis of measure.[15]

Status of Current Facilities

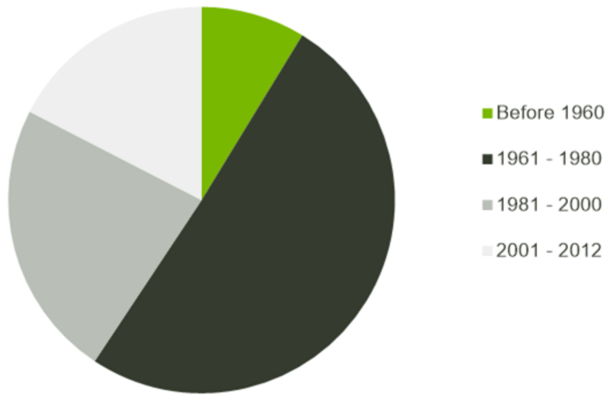
Status of School Halls

The average age of school halls in each region is fairly consistent over the country, with an overall average age of 31 years.

The age of halls reflects a building focus in the 1960's and 1970's, with half of the entire school network built during that time. However a significant portion (40%) of the network has been constructed since 1980 and particularly in the last 10 years.

The following chart shows the period of construction of the school network.

Graph 6: Age of School Hall Construction



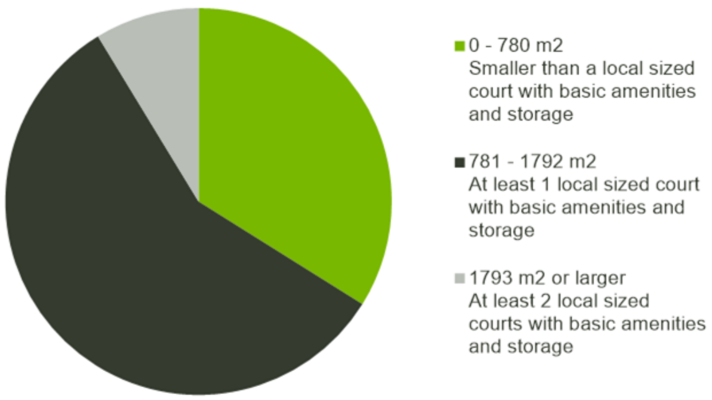
[15] All school gyms of area 781 m^2 or greater were assumed to contain at least one full sized court. The area of a local two court layout with basic amenities and storage space was determined to be 1,793 m^2 and as such any hall of this size or greater was assumed to contain two courts.

There are 413 school halls in New Zealand; however 34% of these are too small to house a standard local court with basic amenities such as toilets, changing rooms and storage.

The remaining 273 school halls are of a sufficient size to include a multipurpose sports court, with one and two court sized gyms making up 66% of the school network.

The following chart shows the size of school halls.

Chart 7: Size of School Halls



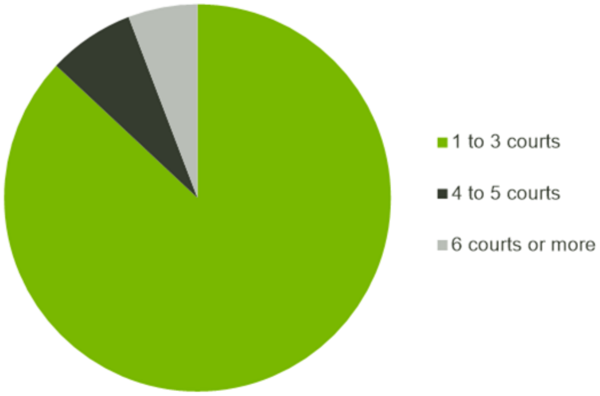
Status of Community Facilities

Indoor sport facilities have relatively little specialist infrastructure or plant and machinery. There are therefore no significant issues which are likely to reduce the functionality of a facility, other than its size.

Of the country's indoor sport facilities a vast majority have between one and three courts.

The following chart shows the size of community indoor sport facilities.

Chart 8: Size of Community Facilities



Appendix F Summary of Consultation with National Sporting Organisations

Summary of Consultation with National Sporting Organisations

Overview of Needs

The pattern of indoor sport leisure in New Zealand is changing rapidly. Community based indoor recreation operates in parallel, and at times in competition with private sector recreation providers.

In addition the facilities for indoor sports may also host a variety of events. For instance an indoor facility may also be used for a home show or a rock concert. The extent to which these functions (or markets) overlap is far more of an issue where there are few providers of large indoor facilities in a geographical area, and a mixture of public, not-for-profit or private provision.

In determining an understanding of the need for indoor facilities we considered:

- Sport and competition based activity, which includes the range of sporting codes as well as general training
- Recreational activities which may be more aligned with fitness and movement
- Major sporting events which attract spectators

Major Competitive and Sporting Activities

Part of the process of determining needs was to discuss participation and activities with the National Sporting Organisations. The information was augmented by research on sporting participation either explicitly on the sport, or generically over the sector. The indoor sport NSOs interviewed were:

- Netball New Zealand New Zealand;
- Basketball New Zealand New Zealand;
- New Zealand Football (for Futsal)
- Volleyball New Zealand; and
- GymSports.

Access to Facilities

All NSOs cited access to facilities as a critical significant limitation in growing skills and participation in their sport. However, the sports varied considerably in their expectations about access.

A number of the sports, especially GymSports were used to providing their own facilities. While still not-for-profit operations, many of the GymSports clubs are commercially focused at obtaining and providing indoor facilities. The clubs are skilled at adapting existing buildings and obtaining high utilisation. However, this tends to provide for their main movement activities and they continue to have a need for specialist gym facilities, for their Olympic sports - especially foam pits. Gymsports are able to effectively share facility space with other mat-based sports, circo-arts and martial arts as well as provide management of a facility to allow community group hireage of meeting and activity rooms attached to facilities.

A number of the other sports were highly effective at working around other sports and using facilities on an ad-hoc manner. This includes Volleyball and Futsal, both of which were skilled at adapting spaces to their needs. However, in both their cases there was a potential future need for internationally compliant facilities with spectator capacity.

Spectator and Television Capacity

In the case of two of the indoor sports (basketball and netball) they spoke of the need for facilities which could be used for large spectator groups and which provided appropriate television facilities. For both sports, the NSO was able to cite a number of facilities, commonly one in each major centre which could meet their needs. However, the competition with other uses (from concerts to events and shows) all made the access to facilities at the times they wanted difficult.

Infrastructure

The issues of regional and national competition resulted in a variety of issues around infrastructure. In some cases NSOs spoke of provincial centres which had the facilities to operate regional or national events but lacked the surrounding infrastructure. The capacity of the local hotels to host the number of visitors was cited as an issue with some venues. A number of NSOs also spoke of the travel costs of getting to provincial centres for sporting fixtures, especially for school level sports. For instance, they spoke of cost effective air fares and flight timetables that allowed flexibility for teams arriving.

The pattern appeared to be that smaller provincial centres may have developed large complexes on the basis of attracting national events. However, while the venue was appropriate the surrounding transport and accommodation was not sufficient to support a major event.

Cost of Venues

Several NSOs spoke of the cost of access to facilities, and the impact this could have on a multiple day event.

In many cases the NSOs recognised that their sporting events were competing with home shows or similar events which provided the base revenue for the facility. However, there was occasional annoyance around the need to configure sporting events around retail activities.

A number of NSOs spoke with surprise of the significant regional variations in cost for facilities. However, the charges that they felt comfortable with appeared to be below a reasonable return on the asset costs. As such the industry expectations of reasonable access costs appeared to be out of line with the costs of providing the facilities, but were underwritten by local authorities which provided facilities at heavily subsidised levels. The local authorities would occasionally explicitly reduce venue rentals to attract regional or national events.

Facility Design and Configuration

A number of NSOs were frustrated at the configuration or size of facilities. This most commonly was cited around curtilage rather than explicit court size. This related to issues such as run off zones or the distance to spectators. An example would be volleyball courts which can fit across a netball court but commonly have insufficient space at the ends of the court for ball overthrows. However, greater width of the venue would result in more side-court space for netball, and greater end-court space for volleyball (therefore achieving more flexibility).

The NSOs also spoke of attempts to create architectural statements reducing the functionality of the facilities (to lower costs). This included issues such as high windows putting light into the eyes of the players or courts which were poorly configured.

A comment was that courts were commonly configured and marked up for traditional sports, such as badminton although these were seldom played. However, they provided little configuration for new or fast growing sports such as futsal or volleyball.

Configuration of Multiple Court Facilities

A number of NSOs spoke of the need for multi-court facilities, which were designed for multiple games as part of regional or national competitions. These types of facilities would allow multiple games to be played at once, allow warm up space and significant administration space.

All of the sports interviewed could also be played outdoors. In the case of netball, this is most commonly an outdoor game, although basketball is more commonly an indoor game. NSOs recognised that for regional and national secondary school events a mixture of indoor and outdoor facilities was viable.

The underlying element was that while there appeared to be facilities for the high-profile national and international games, many of the facilities were less well geared toward regional competitions or events. The ASB Stadium in Wellington was cited by one NSO as the benchmark facility because it provided for a large number of concurrent games. The NSO stated that this regional level facility should be replicated in other regions.

Tourism and Event Based Activities

Outside the organisation of the major NSOs there are a number of central and local government initiatives which seek to attract major sporting events to New Zealand. The facilities requirements of these events are more likely to focus on the Olympic sports such as GymSports and Volleyball rather than Netball or Basketball.

The most significant programme is the Auckland Council which has major events as part of its economic development strategy. The promotion of this activity is facilitated by the Auckland Tourism Events and Economic Development Agency (ATEED) which is a Council Controlled Organisation appended to Auckland Council. In addition the Ministry of Building Innovation and Employment promotes New Zealand as a venue for major international events.

The focus is on attracting events where the scale of activities which can be managed within the local economy. For example the current focus is on bids for the World Masters Games and Fire and Police Games. In both cases, the number of participants is relatively small 3,000 to 5,000 range and potential spectators is a relatively smaller multiplier of 3-5 per participants. The scale of the events can fit largely within the sporting infrastructure of Auckland.

There are signals of a similar strategy for Canterbury, and there is the potential for this to play a major role partnering with the potential convention market. Previously Canterbury has hosted the Commonwealth Games, and there may be a role in the future for Canterbury to host events.

Major Competitive and Sporting Activities

Volleyball New Zealand

Organisation and Participation

Volleyball New Zealand highlight their role as the fifth most played sport in New Zealand Secondary Schools and its role as a 'sun-rise' sport. The NZSSC survey cites around 15,000 active participants, which puts it at around half the level of Netball but close behind Basketball.

The Organisation boasts 16 regional associations. The sport claims around 100,000 players although only around 10,000 are affiliated to the NSO. The participation is largely in secondary schools, and it is this school involvement which is driving participation. Around 75% of games are at secondary schools, 10% in primary and the remainder in member associations.

Volleyball also appeals to a wide demographic and ethnic profile, with strong participation in Asian and Pacifica communities. The Sport NZ Gemba Study confirms participation by Maori equaling Pakeha in Volleyball, and twice the level of 'fanatic' supporters among Maori. There is an even split of male and female participation.

Nature of the Sport

Some of the appeal of the sport derives from its strongly 'ad-hoc' nature. It is a sport which encourages variations, including different numbers of players, net height and court size. Increasingly local authorities see Volleyball as a game where they can erect nets in public areas and encourage ad-hoc and largely competitive recreation. Volleyball New Zealand sees this strongly anchored in the informal and 'make-do' ethos of New Zealanders. Some of the appeal also derives from parents who see it as a non-contact, low injury sport.

The role of Beach Volleyball at the Olympics has made a significant impact on the profile of the sport. This has led to some increase in the interest of teenagers playing. New Zealand was close to fielding a team in the Olympics, and the potential to become competitive in this variation of the sport remains. A national Beach Volleyball tour planned is likely to increase interest in the sport.

The most significant sporting event is the secondary school national championships, which are hosted in Arena Manawatu involving around 150 teams. Volleyball New Zealand has committed to 5 years at this venue, but acknowledges competition from other regions to host the event. The sport hosts North and South Island championships and a National Championship at club level.

Private providers are growing the sector, especially in business house leagues.

Facilities and the Future

The level of facilities required for the sport is relatedly minor. Warm up is undertaken on the court and scoring is simple, flip-board numbering. There are limited facilities for Beach Volleyball, although it is understood a sand court has been developed as part of a converted bowls court.

The lack of venue is seen as a major limitation to participation in the sport, cited by 58% of respondents, in the Gemba study.

Volleyball uses a variety of school and community facilities to play their sport. They tend to fit cross-ways into half a netball court, although this tends to leave limited space for run-off at the ends of court.

The perception of Volleyball New Zealand is that the facilities layout and usage is dominated by other sports. The increasing tendency to play senior netball indoors has limited available time allocation.

Volleyball New Zealand's vision for a National Centre of Excellence has been developed for other sports. They see this as a way of developing international competitiveness and attracting more high performance players to the game.

Volleyball New Zealand is actively pursuing a competitive environment for facilities on a medium term basis. They recently went out with a request for proposals to associations to host national level competitions for the next three years. The format was intended to induce associations to consider joint proposals and coordinated efforts.

GymSports

Organisation and Participation

The GymSports association has around 30,000 members. It has a network of clubs associated to the national body, and therefore does not have a regional structure. There is around 110 clubs overall, but of these 15 clubs would represent around 50% of the membership. Two clubs have a membership of between 1,000 and 2,000 members per term, seven clubs have 500 to 999 members per term and a further 12 clubs have a membership of 250 to 499 members per term.

The Gemba study provides no explicit measures as the majority of participants in gymsports activity are currently under the age of 16 and involved in fundamental movement activity or competitive gymsports, although it recognises group exercise as a major area of participation. This group is evenly distributed between Maori and Pakeha, but is strongly represented by female participation. The profile is likely to include the associated movement exercises in the commercial sector of aerobics, and various recent trends.

The Gemba study also cities participation at around 11% with a strong representation in the 16-24 and 25-44 age cohorts.

There is an ability to operate in small centers, including provincial centers such as Whakatane. A population center of 30,000 should be of sufficient scale to support a local club, and fully utilise a facility.

Nature of the Sport

GymSports has a strong culture of pay-to-play. This means that when a club reaches viable scale it can be financially independent and employ staff. There are private organisations in the space, although there are a number of incorporated societies with a strong membership and facilities base, especially in the Auckland market.

The majority of the sport is in mass participation, movement-based activities. The movement based activities represent the most significant component of participation. Around 97% of membership is based around this activity and only around 3% on the competitive sports.

Competitive sports include:

- Men's Artistic Gymnastics
- Women's Artistic Gymnastics
- Rhythmic Gymnastics
- Aerial Gymnastic
- Trampoline Gymnastics

There are 562 qualifying events nationally each year with National Championships in each sport and a National Secondary School event held for each sport and includes Cheerleading.

The sport is increasingly popular with parents, an increasing number of whom place importance on movement skills. It is seen as providing base level skills for a variety of sports, with iconic New Zealand sportsmen often highlighting for starting in sport. There is also strong engagement from schools. The strength of the participation is in the movement area, up to 12 years of age. From 12 years participants would tend to move to either competitive versions of the sport, or into other sporting codes.

A key element of the sports is the ability to respond and develop to market demand. The sports tend to be able to invent new variations to respond to any recent trend or craze. Recent examples include cheerleading, Parkour and Tricking. The sport is also able to assist with development of training programmes for other sports for example aerial awareness training for coaches in Snow Sports.

Hosting international events is a rarity. GymSports has hosted Pan-Pacific events involving 13 nations. There is very little sponsorship available to the sport or its events, other than occasional signage at facilities.

Facilities and the Future

The culture of the sport means that it has a wide network of facilities. Models for ownership vary from full ownership by an Incorporated Society or Trust on local government or Ministry of Education land, leasing commercial property servicing leases up to $150,000 per annum, shared use of community facilities and shared use of schools. Of those owned by gymsports organisations, many have been built in a different era, however many are relatively modern with a high proportion in the 1980/90's. The sport is currently developing a National Facilities Plan.

The sport tends to be highly adaptive and effective at obtaining high utilisation of their facilities. However, this also means that many assets are over used. They tend to be industrial buildings which have been adapted to the use of clubs, or new buildings built on an industrial design. This means there is commonly little provision for spectators who tend to be at the perimeter of the equipment area. The nature of existing facilities means that a large audience will begin to impact on fire regulations, parking, ventilation, heating and toilets.

GymSports tend to be very efficient at operating in other sport space. Their preferred model may therefore be a framework where they have a regional facility and a network of facilities which they use to provide local activities in the community.

For national development, their preferred solution would be a national training center, which would allow the opportunity to test new programmes and train coaches. The national base would not be for competition, but rather a place to allow the development and testing of programmes run as a 'best practice' example for other gymsports organisations to model and adapt from.

Basketball New Zealand

Organisation and Participation

Basketball is based in 36 basketball associations. This varies from major clubs such as North Harbour with 6,000 members to very minor organisations such as Te Aroha with 287 members.

It is very highly ranked for participation with over 18,000 participants in the NZSSC statistics, and over 209,000 participants overall according the Active New Zealand survey. It is significantly more male in the total participation. There are high participation rates with Maori and Pacific Island nearly equaling the Pakeha participation rates.

Nature of the Sport

Inevitably with such a large participation and international profile it has a wide variety of different codes:

- Adults/business house
- Master
- Specialist interest and ethnic groups
- Wheelchair basketball

Similarly the levels of performance are drivers with levels from:

- The Breakers in Australian league
- Semi professional
- School leagues \business house leagues
- Casual and recreation participation

High performance versions of the sport are well supported. Rising New Zealand players are likely to have the opportunity to play within commercial leagues. The Breakers have remained top of the Australian league, and this promotes the sport.

Members of the New Zealand team, the Tall Blacks, operate within their individual teams and come together for games. They have a top-ten standing in the world, but the difference to top performance is significant. Basketball has a strong identity and is growing in participation, reflecting its international profile and its acceptance by a wide variety of ethnic and demographic groups.

Basketball New Zealand sees that to grow the sport is going to require more consistent coaching. It has also been unstructured with its engagement with schools. Developing a process to align with curriculum in schools is important in developing basic skill levels.

Facilities and the Future

The nature of the sport means that generally associations occupy/lease facilities. There are no associations which own their facilities. Commonly the sport uses local government facilities, with arena level facilities required for the semi-professional and professional levels of the game.

The NSO is aware of a tendency for facilities managers to encroach into management of leagues, rather than just venue hire. In addition private providers also compete for commercial version of games.

The sport is keen to see a greater shared use of facilities, and with that an improvement in the standards. They recognise to get greater efficiencies they may need to adapt their versions, and are prepared to compromise to obtain greater efficiency. For instance, it recognises a need to time limit games (30-50 minutes with no down time for stoppages).

As a major national user the sport recognise that many facilities are nearing the end of their economic life. They would support three levels of facilities:

- International events
- National level, put potentially used for Breakers games
- Local regional facilities

The NSO believes that the distribution of facilities is uneven. For instance Auckland has international level and local level but insufficient national level games. The NSO cites Wellington's ASB Sports Complex as the appropriate type of facility.

Currently there are indications that there is pressure to replicate facilities in multiple locations, which may result in duplication. The preferred model would be to individual niches that local authorities can work in together.

Futsal

Organisation and Participation

Futsal is a subsidiary of New Zealand Football. The national Futsal organisation consists of seven member federation, although it is managed as part of New Zealand Football.

The sport has rapidly growing participation. In 2009 it had around 700 participants, but by 2012 has grown to 12,000 participants. The sport is largely driven by Futsal in schools. This is currently largely college level although there are separate initiatives to developing the game at primary level.

There are now over 25,000 participants. Futsal have linked NCEA credits to the College Programme and the primary Futsal in Schools Programme is now fully operational and meets the Ministry of Education Learning Outcome criteria.

Futsal is strongest in 12-15 year age groups, although it is making entrance into 10-12 year age groups. It is predominantly male, but is highly diversified because of its international profile and is highly popular with migrants.

Managing the sport as part of the curriculum was very useful in promoting its growth. Teaching the teachers has improved use and the associations can provide a ten-week programme within schools. Inter School Leagues are based at a "cluster venue" which is usually an indoor sports facility.

Nature of the Sport

Much of the appeal of the sport is its flexibility, with the international organisation establishing a variety of different court configurations. The appeal of the game is in the small areas and the highly active participation. For instance Futsal has 40% more touches with the ball for individual players. The growth has fitted neatly with the needs of sports activities at school. This is partially driven by parental concerns, as a low impact and potentially low injury sport.

The game established strong connection with curriculum. This has meant the ability to go into schools with a package of in-school league. It has received Kiwisport funding to train teachers.

The international flavour and growth has meant a strong ability to leverage funding and sponsorship, given the size and age of the game.

Indoor soccer, which is more common in commercial indoor sports arenas, is slowly being getting replaced by Futsal. Private providers pushing into space with some private operators doing a 'New Zealand team' against 'Chinese team' league which it promotes as international games.

It is appropriate to talk of national rather than high performance teams. However, there is potential to bring international demonstration games to New Zealand. In terms of standing, Australia is about 20th in the world while New Zealand is about 70th. Therefore to play within a Trans-Tasman league provides good profile.

The sport has now had two Trans Tasman Cups, one in late 2012 at the ASB Stadium, Auckland, and one at the ASB Sports Centre, Wellington, in July 2013. The sport has also just held the Oceania Futsal Championships in Auckland at the Trusts Arena, Auckland. All events will be televised.

The focus of events is demonstration rather than competition. Around eight road shows are planned for 2013. These may commonly attract up to 2,000 spectators, and are largely self-funding.

Facilities and the Future

A recent success has been utilising associations with bowling clubs and using bowling greens. These are 35 meters square which easily becomes two 16 by 35 courts. This model is popular with adults as it has the facilities to have a drink afterwards.

It should be noted that a change of management at Bowls NZ has resulted in this set-up no longer occurring; however it is a desire of the sport for this relationship to continue.

The potential for Trans-Tasman cup, between NZ and Australian teams would require dedicated and specialist facilities. Top competition in Futsal requires felt/rubber cover over courts and potentially FIFA branding on major events. However, the scale of the courts, the ability to bring specialist facilities and the relatively modest crowds suggests that this will be manageable in the future.

In the interim, the sport has managed to adapt existing facilities adequately by blanking out the line markings of other codes. All recent events have been sanctioned by FIFA.

Netball New Zealand

Organisation and Participation

Netball New Zealand is currently being restructured from twelve regions to five zones. Each zone related to a championship team. Across the five zones there are 89 to 90 centers, with each center attracting anywhere between eight to, in some cases, 1,000 teams.

Some centers are part of sports hubs, which involve a range of different codes. For instance College Riffles hosts 30 netball teams and 30 rugby teams.

Membership includes:

- 148,0000 members
- 10,0000 coaches
- 3,000 officials

There are players outside the local centers, for instance using indoor facilities, but high degree of overlap with the Association player.

Every team pays fees, but this may be as little as $2 per person per game.

Nature of the Sport

Most participation follows the traditional form of the game. There are new variations, including Fast5 a shortened five a side version. The Fast5 version is owned by an international body and cannot be used in the pay-to-play sector. Netball New Zealand will host its first international event in November.

The zone and center structure is the fundamental building block and as such develop 'pathways for high performance players'. Each Zone has its own Franchise team or ANZ Championship team, which would include professional support such as physiotherapists and sports science.

The national team has strong links to HPSNZ and part of delivery of high performance. The Millennium Institute does not have any suitable court training facilities for netball; which is an area which limits its use as a facility for court sports.

Netball New Zealand has a wide range of regional, national and international events:

- 32 main season games in the ANZ Championship, plus finals depending on performance

- Up to five international tests in NZ annually
- NZ Championships – 12 teams
- NZ U19 and U23 – up to 24 teams
- NZ U17 – 32 teams
- NZ Secondary School Champs – 16 teams
- Other events e.g. Trans-Tasman SS – up to 10 teams and NZ U21 test series
- Regional secondary school teams – 340 teams
- Year 9-10 national championships in Christchurch with approximately 80 teams attending this year

Participation is likely to following demographic changes, given its strong position in the female under 30 age cohort.

Facilities and the Future

The demands on facilities are increasing, with the increasing sophistication of the sport. There are now variations which use smaller courts for young players and different configurations for the fast play versions.

Local authorities, while they provide venues or facilities, sometimes provide little on-going support. The level of subsidy is relatively low compared to grass sports. Netball Centers often build infrastructure which can be used by the rest of the community. The tendency is for Centers to own buildings on council or education land. This is highly variable with a number of smaller centers developing significant assets; including Timaru, Winton and Greymouth.

The championship teams would have a home base facility, which would commonly be of sufficient scale to host 2,000 spectator and television coverage. For instance: Mystic's at Claudelands Arena; Pulse at Te Rauparaha Arena.

The majority of the sport is played outside, which is acceptable for the high participation trends. However, Netball New Zealand is increasingly aiming to move competitive national games, such as the under 23 finals indoors. This improves the quality of game, removes variability and improves consistency, especially with shooting. The pattern would be tournaments with the majority of games outdoors and the finals moving to indoors.

While Championship games have long been televised, all 32 Championship games are now televised live. The demand on facilities therefore increases with the need for such technology as big screens. Spectator numbers are growing with 2,000 to 4,000 for championship games and international events attracting up to 8,000. This year the Trans-Tasman season will be followed by Quad Series.

There is strong sponsorship of championship games and good brand development at senior level. However, this is for the top echelon only. Licensing and Gaming Trusts are major supporters of the sport. Organisations such as the Invercargill Licensing Trust have provided major components of infrastructure.

There are limited connections to polytechnics/universities into the sport network as their research focus tends to require sport at a National level. The connections between Wintec/Waikato Magic may provide some support but engagement is limited.

Netball New Zealand will locate events around the country geographically. Part of the process of venue selection is the infrastructure of hotels and availability of flights as much as the indoor facilities. There is some competition from local authorities to host events but most commonly this is reduced rental on facilities or marketing of events.

However, for major events there is strong competition for venues for major events with booking a year in advance. Netball New Zealand is disappointed at a number of major regional facilities design to fit into facilities. They believe that the quality of the design of many facilities is poor or compromised by making some design decisions which impact on their ability to be used, without robust consultation.

While many facilities may meet the needs of published specifications, the design process needs more detailed evaluation. In particular, it is important to seek television advice, especially with regard to broadcast requirements. While the size of equipment required for television coverage is getting smaller, expectations of coverage are increasing and therefore the requirements are more complex than in the past. For instance, the move to high definition television requires more room and the use of HD satellite dishes and trucks.

The development of Netball New Zealand's National Facilities Strategy raised awareness of netball and its needs which has led to a lot more inquiries and discussions in the early stages of venue construction. However this is an area that still requires work.

The preferred model for delivery, especially at a regional or community level is a 'hub and spoke' format. This would incorporate a large central facility with indoor courts and a network of outdoor courts.

Netball New Zealand sees sports hubs as a way of making viable infrastructure, but with clear provisions on the ability to access the facilities. Netball New Zealand feel there is a model between the sports hubs and the outdoor facilities – potentially developing covered but not enclosed facilities. They cite Westlake Girls High School as a model of a facility which can provide space for a range of school and sporting activities, including: assemblies; dances and evening tennis.

Appendix G Population based estimates of changes in demand

Recreational and Non-Competitive Demand for Indoor Facilities

A major challenge with determining the need for recreational and non-competitive indoor facilities is determining an appropriate point of difference from the raft of existing indoor recreation opportunities based in small suburban activities and the increasing number of pay-to-play and fitness centres.

A significant proportion of the recreational indoor market operates from domestic scale premises, including martial arts, dance classes, yoga or table tennis. The other part of the market is the commercial gymnasiums which offer music-based aerobic programmes such as zumba or pilates. The boundary between these activities and the community-based activities is narrow, with many GymSports programmes operating in both markets.

A number of the NSOs expressed concern that both the commercial operations and, at times, the local authority programmes crossed over into their core sport codes, offering tournaments or programmes in variations of their sports.

To understand the broader demand for indoor participation we looked at participation in a 'basket' of indoor sports. The most useful analysis is the Active NZ Survey, which is based on detailed analysis of 5,000 individuals who maintain records of their activities.

To provide a basis of mapping demand the 'Gemba[16]' study was used to provide guidance on participation levels. This analysis only provides participation in the 16 to 64 age groups, thereby excluding those 15 years of age or under, and those over 64 years of age. However, the participation of young age groups is likely to be at school level facilities, and participation in the over 65 or over are more likely to be relatively small for the broader planning purposes this study intends.

The following table shows the percentage of participation in these groups.

Participation in indoor sports in past twelve months by age group				
Sport	**15-24**	**25-44**	**45-64**	**Total**
Badminton	18%	7%	3%	7%
Basketball	17%	7%	2%	7%
Group exercise	15%	11%	8%	11%
Gymnastics	3%	1%	0%	1%
Volleyball (indoor)	7%	3%	0%	3%

[16] Gemba Sports Data Tables – Study for Sports NZ April to September 2011

Participation in indoor sports in past twelve months by age group				
Sport	**15-24**	**25-44**	**45-64**	**Total**
Netball[17]	11%	6%	1%	5%

Participation in indoor sports by age group

The frequency of participation by sport is shown in the following table, along with the average participation per annum. In all cases one-third to a half of participants took part once a week. Unlike, aquatic sports or outdoor activities participation in indoor sports tends to be in team activities.

Frequency of participation in indoor activity by sport					
Sport	**Once per week**	**Once every 2-3 weeks**	**Once a month**	**Once or more a year**	**Average participation per annum**
Badminton	33%	8%	11%	48%	26
Basketball	41%	10%	10%	39%	30
Gymnastics	46%	4%	9%	41%	31
Volleyball (indoor)	37%	8%	13%	42%	28
Netball	57%	7%	8%	27%	36

Frequency of participation in indoor activity by sport

The pattern strongly represented by the once a week players shows a significant increase in the average frequency, implying average visits to indoor activities is between 26 and 36 times per annum.

The number of implied indoor sports activities is shown in the following table. Totalling around 14 million visits, this equates with around 3-4 visits for every New Zealander. This estimate provides an understanding of volume of participation, but the visits will include private and commercial operations, club facilities and indoor facilities smaller than standard court size.

Total sporting visits by sporting code	
Sport	**Implied Annual Visits**
Badminton	5,417,061
Basketball	6,133,299
Gymnastics	910,292
Volleyball (indoor)	2,462,728
Total	**14,923,381**

Total sporting visits by sporting code

[17] Netball is included in this analysis, even though it is not commonly an indoor sport, to provide context to the figures. It is also important to understand participation in netball, if there is a tendency to play more games indoors.

Population Based Estimates of Demand

While the indoor court visits data provides an indication of trends it is not useful in attempting to translate these into numbers for indoor courts. The profile of demand is inevitably around peak court visit times and is commonly based around after school or work hours.

Translating participation into demand for facilities is inevitably difficult. This is an issue many national bodies have struggled with but there is little information directly comparable to the New Zealand experience. The most robust tool for translating population profile into demand for facilities is the *Sport England Sport Facility Calculator*. This was used as a further indicator of the pattern of demand.

Application of the Facility Calculator

The *Sport England Sport Facility Calculator* is a tool developed by the University of Edinburgh for estimating the broad range of facilities which are required to support a community, including artificial sports turfs, sports halls and swimming pools. Given it is a tool used for a variety of sporting facility needs it is only intended as a broad scoping tool.

There are basic fundamental problems in using this tool in a New Zealand context. These being:

- It appears participation rates in sports in New Zealand are significantly higher, although there are difficulties making comparisons with this given different bases of measurement.
- The level of urbanisation within the United Kingdom is significantly greater than in New Zealand. As a result the issues of proximity to facilities are significantly different. This results in more potential efficiencies in facilities usage, and ability to fit scale of facilities to different city sizes. This is reflected in many New Zealand townships which may have an indoor sports facility, despite being relatively small, because of the distance to a major centre. Some regions in New Zealand have a high proportion of small townships.
- The prevalence of school gymnasiums in New Zealand is higher. In the United Kingdom schools are administered by the local authority, which provides better opportunities for joint facilities and avoiding duplication of resources; and a sole use function exists within the network.
- The climatic conditions are different in England, with a potentially higher propensity to play many sports, such as netball, indoors[18].

However, the Sport England Sport Facilities Calculator appears to be the most useful tool for establishing a base case of facilities required. To adapt this framework for the New Zealand environment we undertook the following modifications to its predictive framework:

- The profile of New Zealand demographics was added as a special regional tool. This is a function available within the calculator, and is intended as a tool for adjusting for unique profile demographics.
- An adjustment was made to the participation rates, of around 15% to allow for the greater participation in sports in New Zealand.

Within this analysis, the demand was estimated for standard indoor netball/basketball courts.

Benchmark Provision of Indoor Courts

The application of the Sport England Sports Facility Calculator was therefore used as a benchmark in assessing the provision of indoor courts per head of population. However, we need to recognise the limits of this application in a New Zealand environment. Therefore, we also commonly applied the New Zealand average number of courts per head of population to provide a comparison.

[18] A number of England Netball initiatives, such as 'Back to Netball' are anchored in indoor facilities

The following table shows the Sport England Sports Facilities Calculator estimates of facilities required and the New Zealand average.

Estimated Indoor Facility Demand by Region based on Sport England Sports Facility Calculator and New Zealand Average			
Region	**Population**	**Estimated Demand for Courts based on Sport Facility Calculator**	**Estimated Demand for Courts based on National Benchmark**
Northland	158,700	15	18
Auckland	1,529,300	146	170
Waikato	418,500	40	47
Bay of Plenty	278,100	26	31
Gisborne	110,500	11	12
Hawke's Bay	46,700	4	5
Taranaki	155,000	15	17
Manawatu-Wanganui	232,700	22	26
Wellington	492,500	47	55
Tasman	48,600	5	5
Nelson	46,800	4	5
Marlborough	45,900	4	5
West Coast	32,700	3	4
Canterbury	566,000	54	63
Otago	213,200	20	24
Southland	94,800	9	11
Total New Zealand	4,470,000	426	497

Estimated Indoor Facility Demand by Region based on Sport England Model

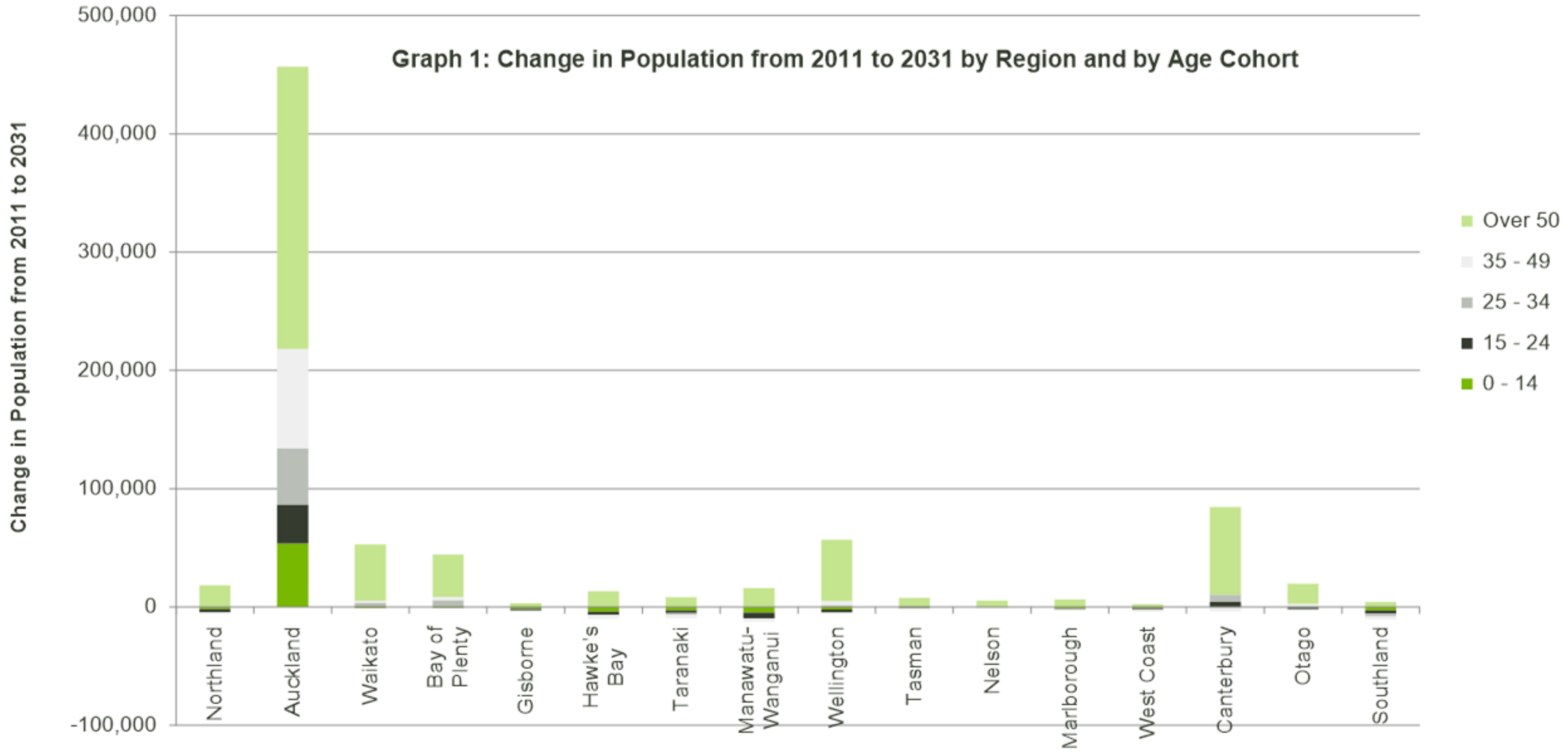
Comparisons with actual provision of indoor courts are evaluated in the gap analysis section. However, in simplistic terms, the Sports Calculator appears to be a satisfactory predictor of need in the major centres, but is inadequate in provincial centres where courts are often needed in smaller provincial centres.

Participation in Indoor Sports

The challenge for demand is highlighted when evaluating the impact of the aging population on different regions. This is illustrated in the following graph which shows distribution of the change in population, categorised by age. It shows the change in population, by region, over the two decades between 2011 and 2031. In each case the distribution of age is colour coded.

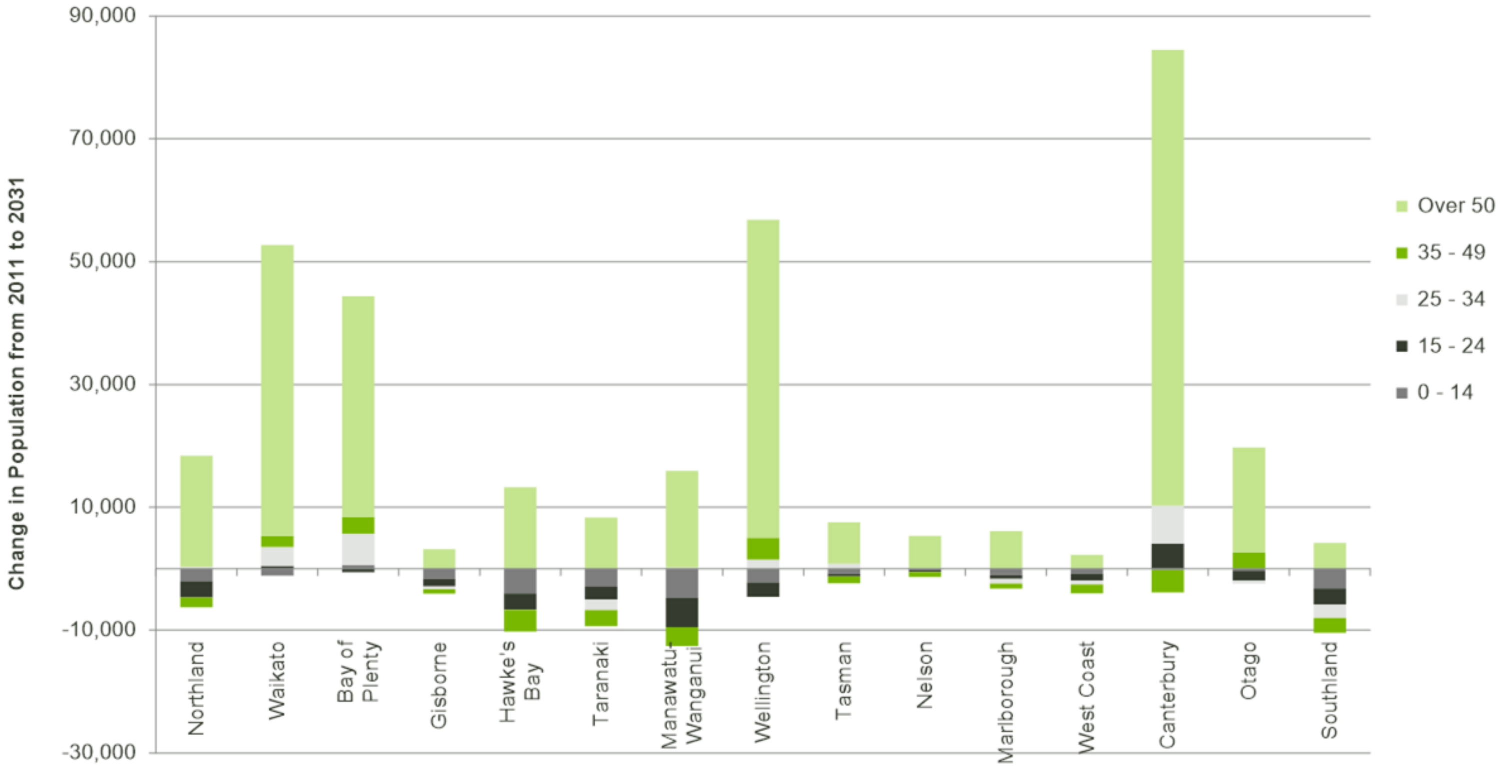
The graph highlights that the population in Auckland is increasing across all age groups. While Auckland is one of the few regions to gain population in the 0-14 and 15-24 age groups it is also the area gaining more 50 year olds and over than all other regions combined. This highlights that this region will, more than any other region, need to consider the needs of this growing age profile.

In every other region the increase in younger age groups is minimal, or more commonly a slight decline. However, in every region the most significant gain is in the 'over-50-years age group'.



The significant growth in all age groups in Auckland masks the fundamental shifts in other locations. To highlight the changes in other areas the following graph shows population shifts in regions excluding Auckland. It shows relatively small changes in the numbers in the younger age groups, highlighting a continuing need for school level programmes. However, the most significant factor is the rapid growth in over-50-year-olds in all regions.

Graph 2: Change in Population from 2011 to 2031 by Region and by Age Cohort excluding Auckland

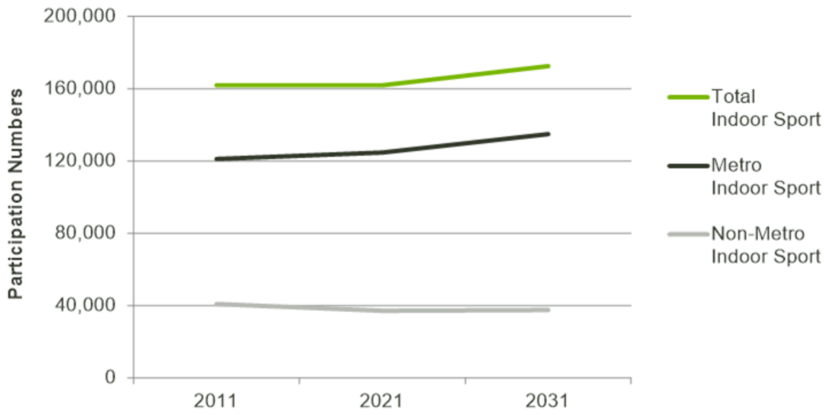


We applied the current participation rates for the 'basket' of indoor sports to the demographic projections for each region in 2021 and 2031. In simple terms, in areas with growing population, the demand for indoor sports facilities will increase to match the population increases. However, in areas with a static population, the impact of an aging population will result in a declining demand for indoor facilities.

The changes in participation discussed below are a result of changing population, not changing interest. The potential for participation rates to change has been considered in the following section.

The following graph shows changing demand for indoor facilities as a result of a growing but aging population. The result is that demand for indoor facilities generally increases over the next two decades. However, this is nearly totally in the major metropolitan areas.

Graph 3: Changes in Participation in Indoor Sports from 2011 to 2031



Changing Trends in Participation

Changing Participation in Secondary Schools

There is significant evidence for a growing preference for indoor sports. This is evidenced in the growth in 'pay-to-play' as well as the commercial operations. However, the ability to estimate this trend and predict its future pattern is fraught with difficulty. The only current estimate of participation in indoor activities which provides the ability to track trends over time is the New Zealand Secondary School Sports Council (NZSSC) reports of participation. This is based on physical education teachers reporting '*meaningful engagement*'[19] by students. The figures cannot be used to indicate levels of participation or activity in sport. However, they do indicate changing preferences for sport and shifts between the codes.

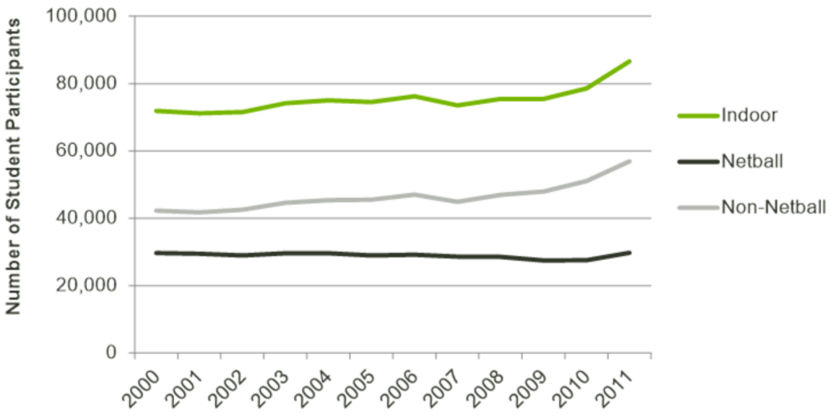
The figures need also to be interpreted carefully, as the analysis is based on activities around secondary schools. As such, it does not reflect activities which the school is not aware of, although it does include analysis of the sports which the school may not be actively involved in as a school activity (e.g. ten-pin bowling) but are pursued completely independently of the schools.

[19] Defined by teaching staff and based on

The following graph shows the number of students actively engaged in indoor sports over the period 2000 to 2011. Indoor Sports were assumed to include: aerobics, badminton, volleyball, basketball, GymSports, indoor cricket, indoor hockey, indoor soccer and martial arts. While netball is commonly and outdoor sport, it was included in the analysis because of the variations which are played indoors.

The critical issue is the pattern of future sport, based on the assumption that the sports played at secondary school are those most likely to be carried forward into adulthood.

Graph 4: NZSSC Participation in Indoor Sports from 2000 to 2011



The trend shows a significant increase in the participation of these sports over the period. Overall these sports increased by around 35% over a decade and suggest strong on-going growth.

Shift toward Indoor Sports

While the population trends may suggest static or slow growth in participation there are a number of indications of rapidly increasing preference for indoor sports, and for playing new versions of outdoor sports indoors. To provide an estimate of the potential implications of this we analysed what would happen to participation numbers if in the future a proportion of netball games amongst the older age groups were to be played indoors. How realistic these assumptions are is difficult to judge, but in part it is a useful proxy for the trend toward increased participation in indoor sports. In reality, the trend toward indoor sports may increase participation any number of codes.

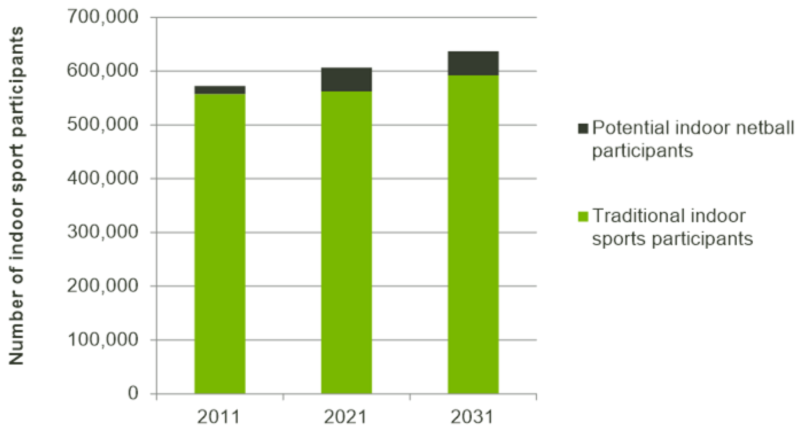
For the purposes of modelling the impact the following assumptions were made:

Assumed increase in netball games being played indoor by age group	
Age group	**Percentage point shift**
0 - 15 years	0
16 - 24 years	5%
25 - 44 years	10%
Over 45 years	15%

Assumed Increase in indoor netball games by age group

The impact of the potential demand for indoor facilities is shown in the following graph. It suggests that overall demand for indoor facilities would increase by around 8%. Most notable would be the further demand on facilities this would place on the fast growing metropolitan areas. However, it would also offset some of the decline in slower growing regions.

Graph 5: Effect of Traditionally Outdoor Sports Shifting Indoors



Appendix H Competition between Different Sport Users

Overview of Issue

Competition between Different Sporting Uses

Indoor sports facilities by nature tend to be solely used for predominantly team sport. While there are some variations of indoor sports which are individual recreation, such as gymnastics, the predominant demand is for team activities. The competition for access to facilities is therefore largely between different sporting codes.

Local authority managers echoed the views of the NSOs on the challenge of allocating access between competitive sports. Some of the tension was between games which have a strong user-pays base and those which are less well funded. Basketball for instance appears to be played commonly by individuals who are prepared to pay-to-play which is a contrast with other sports who may be less well funded.

For some sports the way the game is played can make it difficult to schedule alongside other sports. For instance, with basketball the duration of the game is the amount of time the ball is in play rather than time elapsed since the start. This means a 40 minute game may last over an hour, which creates complexities for booking explicit times.

In the same context local authority managers spoke of groups which were successful at lobbying for facilities and funding support of their sport, compared to other groups who accepted a high degree of self-reliance. While a number of local authorities have attempted to reconcile and make support transparent, there are often public perceptions about which sports should be played in communities.

Since the 2002 Local Government Act, the requirement to explicitly differentiate benefit has been relaxed. However, many local authorities are still engaging in the discussion, as a way to guide venue fees and allocation between users. The local authorities interviewed highlighted the challenges of fair and equitable support.

The issue is likely to become more complex as a raft of older club-owned facilities become uneconomic to maintain. A number of sports have tended to have provided their own facilities, such as badminton or GymSports. If these groups begin to seek access to Council-owned facilities in the future, it may result in a significant increase in the demand for access.

The communities implicitly determine these issues when agreeing to fund new facilities. However, there is often a lack of clarity around this process which creates confusion in the minds of users. Clarity around the allocation of user pays, and a broader appreciation of the actual whole–of-life costs in providing access would result in significantly improved decision making and whole of life sustainability.

Tension Private and Public Sector Provision

The discussion with local authority managers highlighted the challenging boundary between private and public sector provision. This manifests itself in a wide range of elements and concerns.

There are commonly private sector concerns about the role of local authorities entering the provision of programmes or facilities which the private sector provide. The most quoted concerns relate to the fitness centres which local authorities are increasingly developing. Conversations with private operators suggest they see this as local government operating in competition with the private sector, without the same capital cost requirements of unsubsidised facilities.

In other circumstance NSOs have been critical of local authority facility managers running business house leagues to increase use of facilities, in direct competition with what they see as their own operations.

Conversely local authority managers comment that they are providing facilities or programmes in a sector of the market which the private sector would not operate, such as lower socio-economic areas or isolated communities. The local authority managers also argue that the commercial operations can assist with the underwriting of the more expensive or niche facilities which the private sector would otherwise ignore.

The expectations of any one sector that it can control access to the sport are unrealistic and the public are skilled at finding versions which meet their needs. The wider issue is the need for clarity and transparency on the pricing of programmes and access to facilities.

Funding models are confused

The process of funding facilities is commonly confused and lacks transparency. This creates difficulty in focusing the decision making process on the appropriate scale of investment in indoor facilities.

The role of charitable organisations is critical to the development of many indoor facilities. The Lotteries Grants Board and the Lion Foundation have provided investment in much of the recreational infrastructure throughout their community. For much of the public these donations are the visible results of the gaming industry.

The charitable organisations commented that they faced rapidly growing demand for capital investment, as the network of infrastructure developed in the 1960/70's comes to the end of its functional life, or lacks the capability sought by modern users. Within the funding allocation there is investment for capital funds. However, many trusts would prefer to make donations for explicit events, activities or interventions in the community, rather than upgrading capital infrastructure.

The comments from within the charitable sector are that they often face requests for funds, which are based on the premise that the facilities will play a regional, national or international role. There is the potential for these assumptions to be backed by RSOs commenting on the lack of facilities within the location. It is not uncommon for the charitable organisations to be faced with two or more funding requests for facilities which may be competing for the same population or the same competitive events. There was very little basis for determining the appropriateness of a facility within the network.

However, some of the regional charitable trusts have also been instrumental in developing infrastructure within a region. Organisations such as the Taranaki Savings Bank Trust and Invercargill Licencing Trust have played a major role in establishing infrastructure. The impacts of their charitable donations are obvious when reviewing the network of facilities. Similarly, there are a range of local gaming trusts which seek to reinvest their funds within the communities. However, there is a risk with these facilities that they are inappropriate for their role in a wider facilities network. Commonly there may be facilities within a region which are not viable for regional or national competitions because of the lack of surrounding infrastructure or because they simply duplicate existing infrastructure and therefore are not use or population specific.

A number of stakeholders commented that project funding often focused on the development rather than the running costs. In some cases this resulted in larger facilities being built than was appropriate for the needs of the local community, and with the local government responsible for the cost of on-going maintenance.

Appendix I Respective roles of agencies

The Stakeholders in Planning and Providing Indoor Sports Facilities

Overview

The provision and use of indoor sport facilities is a complex and interrelated relationship between various key stakeholders. These organisations share a common commitment to the sporting and recreation needs of all New Zealand communities. However, understanding how they interrelate and the respective roles they play in developing facilities is pivotal. The stakeholders include:

- Sport NZ
- Local authorities
- National and Regional Sporting Organisations
- Funders, trusts and charitable organisations
- Schools, universities and polytechnics

The Role of Sport New Zealand in Facility Planning and Development

Sport New Zealand's mission is to create a world class sports system. This ranges *from more kids playing and enjoying sport; to more adults participating and getting involved; and more New Zealand winners on the world stage*.

The success of the strategy requires strong working partnerships with key organisations in the sport and recreation sector. Sport NZ is not primarily a delivery agency, but is responsible for setting direction and providing investment and resources to the sector. Sport NZ's role is summarised by three key objectives established in the Statement of Intent: Leading; Enabling and Investing.

The National Facilities Strategy for Indoor Sports aims to contribute to all three of these key objectives and roles. The description and the way in which the Strategy aims to address these are shown in the following table:

Role of Sport New Zealand in National Facilities		
Role	**Statement of Intent - Description**	**Link to National Facilities Strategy**
Leading	Providing a clear sense of direction, challenging the sector to keep lifting its performance, recognising and sharing best practice, celebrating success, bringing the sector together and providing evidence and advocacy to point	• Communicating the needs of the sporting sectors. • Promoting a vision for a hierarchy of recreational facilities. • Providing the "road map" and key information on "best route to take"

Role of Sport New Zealand in National Facilities		
Role	**Statement of Intent - Description**	**Link to National Facilities Strategy**
	the way forward.	
Enabling	Building capability of partners in areas such as governance and management systems, information technology services, event management, facilities, commercialisation, human resources, research and monitoring and good practice.	• Developing and sharing tools for the evaluation of facilities. • Sharing information and experience within the sectors. • Highlighting "good practice" case studies.
Investing	Investing to produce results, monitoring the performance of the sector and reporting back on the use of taxpayer money.	• Investing in information and resources to monitor the delivery of strategies. • Advising government of the frameworks and tests which would shape any investment they made.

Role of Sport NZ in National Facilities

Elements of the philosophy are also repeated in the Strategy Plan 2013-2020 which has recently been released by High Performance Sport New Zealand. This document outlines six key drivers for implementing the strategy. The role of facilities is covered under High Performance Environment which states:

> *"Promote a culture of high performance excellence though our people, resources and facilities"* [20]

The key strategic priorities states[21]*:*

HPSNZ – Key Strategic Priorities		
Priority 3	Enhancing the daily training and competition environments – meeting targeted sports' high performance facility needs.	Provide an accessible training performance and recovery support environment through integrated facilities to meet the needs of athletes and coaches.

High Performance Sport – Key Strategic Priorities

Local Authorities

Local authorities are the fundamental building blocks for how communities define and build community infrastructure.

The process of clearly defining and aligning with the needs of the community has resulted in local government developing complex, but commonly transparent processes to identify needs and allocate costs. The fundamental base of this is the 'Long Term Plan' which outlines Council's investment in assets and funding programmes.

The drive to ensure clarity around the capital cost of facilities requires an accurate account for the declining functionality of assets. This means that local government has adopted rigorous asset management planning processes. While these are commonly regarded as providing an excellent understanding of the future maintenance of the assets, the process of allowing for changing of service

[20] High Performance Sport New Zealand (HPSNZ) Strategic Plan 2013-20, page 5

[21] High Performance Sport New Zealand Strategic Plan 2013-20, page 9

focus is more complex. The 2002 Local Government Act required Councils to differentiate between 'public good' (such as community identity, local amenity value or economic benefits) from 'private good' (such as individual fitness or enjoyment). Many local authorities continue to use this differentiation in determining budget allocations.

In addition, local authorities use a variety of surveys to monitor public opinions on their performance, especially where there is no market information from user pays systems. For instance many local authorities use the 'ComunTrak' survey to follow trends in public satisfaction with the indoor facilities provided.

The objectives of local authorities in investing in indoor facilities vary, depending on public consultation. Whilst it is recognised that the definition 'well-beings' is out of date given the governments Better Local Government reform programme it remains a good guide as it includes both economic benefits and community benefits. The provision of indoor facilities commonly spans a variety of these well beings' with indoor courts fitting within this framework. The Long Term Plan process requires expenditure to be linked to these strategic objectives.

A review of the recent local government consultation and analysis provided background to this analysis. A schedule of the reports evaluated is included as Appendix F. The objectives local authorities cite commonly link to these broader community objectives. For instance Wellington City Council links its investment in indoor facilities to:

"Building strong, safe, healthy communities for a better quality of life"

It subsequently differentiates its activities into: leisure and adventure; fitness and education; health and wellness; and hospitality.

National and Regional Sporting Organisations

Effective National Sport Organisations (NSOs) are key partners for communities and Sport NZ in helping New Zealand promote activity and develop internationally competitive sports people.

NSOs play a critical role in increasing participation in sport at regional and community levels.

NSOs have a key role in understanding the specialist needs of facilities, especially with indoor facilities which often require complex equipment.

However, the NSOs role is one of advocacy and lobbying for their specific interest groups. While they play a role in estimating the demand for facilities, they do not bear the cost of provision or the risk of low utilisation. The extent to which they define their role in this way varies, but is important to understand in a wider planning context.

Charitable Trusts and Funders

Much of the infrastructure of community recreational facilities has been developed by philanthropic and charitable donations.

At a regional level there are a number of trusts aiming to provide infrastructure to their communities. The regional trusts are now including many 'pub charities', where the proceeds from gaming machines are placed back into the community.

In addition to the regional trusts there are national organisations which play a New Zealand-wide role in contributing to recreation facilities. This includes broad charitable trusts such as the Lion Foundation, through to the specific gaming based initiatives such as the Lotteries Grants Board.

Their role is most commonly to complement, rather than replace local government facilities development. As a result a number of local authorities have established trusts or vehicles which can attract charitable donations to sit alongside council investment. The result is a network of investment vehicles and trusts which have funding from various sources.

Schools, Universities and Polytechnics

The education sector is a major provider of indoor facilities, both directly and as part of the community infrastructure. The provision of gymnasiums in both schools and tertiary education institutes is part of delivery of curriculum. As well as supporting school sporting activities a number of tertiary education institutes run physical education training programmes. More importantly, schools are often used by the community as a focal point for developing community infrastructure. At a base level, there is a network of facilities which were developed by 'working bees' and fundraising by school boards over several decades. This was focused on delivering explicit assets to the community and was successful in ensuring local facilities for a generation of school students. However, secondary schools occasionally develop large facilities which provide important resources to the community.

Appendix J
Facilities Database

Database of Public Indoor Sports Facilities

Region	Venue Name	Number of Courts	Capacity	Year Built	Age
Auckland	Allan Brewster Stadium	2	1000		
Auckland	ASB Stadium	1	2300	1987	26
Auckland	Auckland Netball Centre	5	1032	2006	7
Auckland	AUT	2	250		
Auckland	Bruce Pulman Park (opening soon)				
Auckland	Diocesan School for Girls	1			
Auckland	East Coast Bays Leisure Centre	4			
Auckland	Ellerslie Recreation Centre	1			
Auckland	Franklin Sport, Swim and Fitness	2			
Auckland	Hibiscus Coast Leisure Centre	2			
Auckland	Howick Recreation Centre	1			
Auckland	Lagoon Stadium	2			
Auckland	Lynfield Recreation Centre	1			
Auckland	Manurewa Rec Centre	1	500		
Auckland	Massey Leisure Centre, Westgate	2		2002	11
Auckland	Massey University Gym	1			
Auckland	Mt Matariki Clendon Community Centre	2	300	2009	3
Auckland	North Shore Events Centre	4	4041	1992	20
Auckland	Northcote YMCA	2			

Region	Venue Name	Number of Courts	Capacity	Year Built	Age
Auckland	Otahuhu Recreation and youth Zone	1	300		
Auckland	Otara Rec Centre	2		2008	5
Auckland	Papakura Recreation and Fitness Centre	2	200		
Auckland	Sir William Jordan Recreation Centre	1	150		
Auckland	St Cuthbert's College	1			
Auckland	St Kentigern's College	1			
Auckland	Strathallan College	1	250		
Auckland	Stanmore Bay Pool and Leisure Centre	2			
Auckland	Tamaki Recreation Centre	1	300	2002	11
Auckland	The Trusts Arena	1	4900	2004	8
Auckland	Vector Arena	1	11500	2007	5
Auckland	Vodafone Events Centre	1	2300	2004	8
Auckland	Waiheke Recreation Centre	1			
	Facilities: 31	**52**			
Bay of Plenty	ASB Bay Park Arena	9	4600		
Bay of Plenty	Merivale Action Centre	1	492	2005	8
Bay of Plenty	Mt Maunganui Sports Centre	3	972		
Bay of Plenty	Queen Elizabeth Youth Centre Stadium	1	1500		
Bay of Plenty	Rotorua Energy Events Centre	4	2768	2007	5
Bay of Plenty	Rotorua Sportsdrome	1	1148		
Bay of Plenty	Aquinas Action Centre	1			
	Facilities: 7	**20**			
Canterbury	Bishopdale YMCA	2			4
Canterbury	Cowles Stadium	3	1291		
Canterbury	Graham Condon Recreation and Sport Centre	1			
Canterbury	Lincoln University	1		2011	1
Canterbury	Lyttelton Recreation Centre	1			
Canterbury	Pioneer Stadium	3	840		
Canterbury	QEII Stadium	0	400		

Region	Venue Name	Number of Courts	Capacity	Year Built	Age
Canterbury	Rangiora Rec Centre (now McAlpines Mitre 10 Mega Sports Centre)	2		1985	27
Canterbury	Rolleston	1	500		
Canterbury	The Southern Trusts Events Centre	2	1038		
Canterbury	EA Network	4			
Canterbury	Woodend Community Centre	1			
Canterbury	CBS Canterbury Arena	1	7362	1998	14
	Facilities: 13	**22**			
Gisborne	YMCA	1			
	Faculties: 1	**1**			
Hawke's Bay	Hastings Sports Centre	1	1000		
Hawke's Bay	Pettigrew Green Arena	3	2490	2000	12
Hawke's Bay	Wairoa Community Centre	3			
Hawke's Bay	Woodford House School Gym	1	500		
	Facilities: 4	**8**			
Manawatu-Wanganui	Arena Manawatu Arena 2 and 3	7	3174		
Manawatu-Wanganui	B and M Centre	7	1300		
Manawatu-Wanganui	Wanganui Community Sports Centre	3	765	1987	26
Manawatu-Wanganui	Te Kawau Memorial Recreation Centre	1		1999	13
	Facilities: 4	**15**			
Marlborough	Stadium 2000 (Lines Stadium)	3	1142		
	Facilities: 1	**3**			
Nelson	Saxton Stadium	5	500	2009	3
Nelson	Trafalgar Centre	2	2400	1970	42
Nelson	Jack Robins Stadium	1			
	Facilities: 3	**8**			
Northland	ASB Leisure Centre	3	800-1000		
	Facilities: 1	**3**			
Otago	Cross Recreation Centre (Balclutha)	5			

Region	Venue Name	Number of Courts	Capacity	Year Built	Age
Otago	Edgar Centre	7	2840	1995	17
Otago	Molyneux Stadium	1		1960s	
Otago	Queenstown Events Centre	2	800	1997	
	Facilities: 4	**15**			
Southland	Gore Multi-Sport Complex (including MLT Event Centre)	4			
Southland	Stadium Southland	11	3781	1999	13
	Facilities: 2	**15**			
Taranaki	TSB Stadium	3	2800	1992	20
Taranaki	TSB Hub	3			
Taranaki	Stratford War Memorial	1			
Taranaki	Waitara War Memorial	1			
	Facilities: 4	**8**			
Tasman	Motueka Recreation Centre	2			
Tasman	Moutere Hills Recreation Centre	1		2005	8
Tasman	Murchison Sport, Recreation and Cultural Centre	1	500	2008	4
Tasman	Richmond Recreation Centre	1	300		
	Facilities: 4	**5**			
Waikato	Claudelands	1	4000	2011 (redevelopment)	2
Waikato	Morrinsville Events Centre	1			
Waikato	Mystery Creek Events Centre	1	5000		
Waikato	Owen Delany Park	1		1998	14
Waikato	South Waikato Sports and Events Centre	2			
Waikato	Taupo Events Centre	3	1376		
Waikato	Trust Waikato Te Awamutu Events Centre – ASB Stadium	2	1000	2001	11
	Facilities: 7	**11**			
Wellington	ASB Sports Centre	12	2000	2011	1
Wellington	Genesis Energy Recreation (Masterton)	2			
Wellington	Karori Recreation Centre	1			

Region	Venue Name	Number of Courts	Capacity	Year Built	Age
Wellington	Walter Nash Stadium	2			
Wellington	Nairnville Recreation Centre	1			
Wellington	Royal New Zealand Police College Porirua	2			
Wellington	Tawa Recreation Centre	1			
Wellington	Te Rauparaha Arena	4	2000	2008	4
Wellington	TSB Arena	3	3840	1995	17
	Facilities: 9	**28**			
West Coast	Solid Energy Centre	2			
	West Coast: 1	**2**			

Database of School Indoor Sports Facilities

Region	School	Area (sqm)	Year Built	Age
2 court with full sized amenities				
Auckland	Rangitoto College	2875	1968	44
Auckland	Tamaki College	2733	2002	10
Waikato	Hamilton Boys' High School	3320	1968	44
Waikato	Hamilton's Fraser High School	3287	2002	10
2 court with basic amenities				
Auckland	Kingsway School	2497	2004	8
Auckland	Auckland Grammar	2455	2005	7
Auckland	Mission Heights Junior College	2366	2008	4
Auckland	Orewa College	2219	1976	36
Auckland	Avondale College	2198	1993	19
Auckland	Birkenhead College	2110	1970	42
Auckland	Botany Downs Secondary College	2107	2003	9
Auckland	Kelston Boys' High School	2035	1968	44
Auckland	Whangaparaoa College	2030	2005	7
Auckland	Macleans College	2019	1989	23
Auckland	Pukekohe High School	1865	1970	42
Auckland	Papakura High School	1798	1962	50
Bay of Plenty	Rotorua Girls' High School	2361	2004	8
Bay of Plenty	Tauranga Girls' College	2111	1968	44
Canterbury	Shirley Boys' High School	2095	1975	37
Canterbury	Cashmere High School	2021	1960	52
Canterbury	Rangiora High School	1854	1985	27
Nelson	Nayland College	1879	1980	32
Northland	Whangarei Girls' High School	2645	1961	51
Northland	Bay of Islands College	1927	1965	47
Northland	Excellere College	1890	1999	13
Otago	Kavanagh College	1972	1980	32

Region	School	Area (sqm)	Year Built	Age
Southland	James Hargest College	2575	1965	47
Southland	Southland Boys' High School	1794	1974	38
Tasman	Waimea College	2601	1970	42
Waikato	Hillcrest High School	2113	1972	40
Waikato	Cambridge High School	1964	2010	2
Wellington	St Oran's College	2324	1976	36
Wellington	Upper Hutt College	2307	1977	35
Wellington	Wellington High School & Com Ed Centre	2199	1950	62
Wellington	Paraparaumu College	2019	1978	34
Wellington	Newlands College	1932	1982	30
Wellington	Wainuiomata High School	1816	1972	40
1 court with full sized amenities				
Auckland	Albany Junior High School	1223	2004	8
Auckland	Alfriston College	1089	2007	5
Auckland	Auckland Girls' Grammar School	1363	1958	54
Auckland	Auckland Grammar	1698	1926	86
Auckland	Balmoral S D A School	1168	2004	8
Auckland	Baradene College	984	1987	25
Auckland	Carmel College	1678	2007	5
Auckland	Edgewater College	1064	1972	40
Auckland	Epsom Girls' Grammar School	998	1967	45
Auckland	Glen Eden Intermediate	1064	2003	9
Auckland	Glenfield College	1608	1972	40
Auckland	Green Bay High School	1218	1972	40
Auckland	Howick College	1243	1976	36
Auckland	Kaipara College	1402	1972	40
Auckland	Long Bay College	1097	1976	36
Auckland	Lynfield College	1343	1998	14
Auckland	Mahurangi College	1641	1975	37
Auckland	Manurewa High School	1713	1969	43

Region	School	Area (sqm)	Year Built	Age
Auckland	Mt Roskill Grammar	1575	1965	47
Auckland	Mt Roskill Grammar	1389	2006	6
Auckland	Mt Roskill Intermediate	1019	2005	7
Auckland	Murrays Bay Intermediate	1181	2005	7
Auckland	Northcote College	1085	1973	39
Auckland	Otahuhu College	1348	1979	33
Auckland	Pakuranga College	973	1973	39
Auckland	Papatoetoe High School	1550	1965	47
Auckland	Rangeview Intermediate	1064	2004	8
Auckland	Rosehill College	1773	2007	5
Auckland	Rosehill College	1192	1974	38
Auckland	Rosmini College	971	2009	3
Auckland	Rutherford College	1229	1980	32
Auckland	Sacred Heart College (Auckland)	1440	1997	15
Auckland	Sancta Maria College	1072	2009	3
Auckland	Sir Edmund Hillary Collegiate Senior Sch	1257	2003	9
Auckland	Somerville Intermediate School	1255	2009	3
Auckland	Southern Cross Campus	1014	1978	34
Auckland	St Dominic's College (Henderson)	1198	2007	5
Auckland	Takapuna Grammar School	1091	1978	34
Auckland	Tangaroa College	1031	1976	36
Auckland	Tangaroa College	979	2008	4
Auckland	Waitakere College	1099	1977	35
Auckland	Waiuku College	980	1968	44
Auckland	Zayed College for Girls	999	2001	11
Bay of Plenty	Aquinas College	1729	2006	6
Bay of Plenty	John Paul College	1163	1975	37
Bay of Plenty	Mt Maunganui College	1308	1978	34
Bay of Plenty	Rotorua Girls' High School	1033	1963	49
Bay of Plenty	Tauranga Intermediate	1559	2009	3

Region	School	Area (sqm)	Year Built	Age
Bay of Plenty	TKKM o Te Koutu	1045	2007	5
Bay of Plenty	Trident High School	1090	1974	38
Bay of Plenty	Western Heights High School	1413	1968	44
Bay of Plenty	Whakatane High School	1007	1957	55
Bay of Plenty	Whakatane Intermediate	1132	2007	5
Canterbury	Avonside Girls' High School	1376	1959	53
Canterbury	Burnside High School	1222	1976	36
Canterbury	Catholic Cathedral College	1060	2006	6
Canterbury	Christchurch Boys' High School	1396	1973	39
Canterbury	Christchurch Girls' High School	1188	1986	26
Canterbury	Darfield High School	1040	1981	31
Canterbury	Ellesmere College	1161	1985	27
Canterbury	Hagley Community College	1013	2010	2
Canterbury	Lincoln High School	1485	2008	4
Canterbury	Linwood College	1236	1965	47
Canterbury	Middleton Grange School	1284	1988	24
Canterbury	Mount Hutt College	988	1977	35
Canterbury	Roncalli College	974	1997	15
Canterbury	Timaru Boys' High School	1691	1969	43
Canterbury	Villa Maria College	1006	1998	14
Gisborne	Gisborne Boys' High School	1152	2009	3
Gisborne	Gisborne Girls' High School	1349	1956	56
Gisborne	Ilminster Intermediate	1429	2004	8
Hawke's Bay	Flaxmere College	1095	1995	17
Hawke's Bay	Hastings Boys' High School	980	1978	34
Hawke's Bay	Hastings Central School	982	1998	14
Hawke's Bay	Hastings Girls' High School	986	1969	43
Hawke's Bay	Havelock North High School	1272	1973	39
Hawke's Bay	Lindisfarne College	1385	1984	28
Hawke's Bay	Napier Boys' High School	1091	1985	27

Region	School	Area (sqm)	Year Built	Age
Hawke's Bay	Napier Girls' High School	1069	1981	31
Hawke's Bay	Sacred Heart College (Napier)	978	1997	15
Hawke's Bay	St John's College (Hastings)	987	1992	20
Hawke's Bay	Taradale High School	1245	1970	42
Hawke's Bay	William Colenso College	1305	1970	42
Manawatu-Wanganui	Awatapu College	979	1979	33
Manawatu-Wanganui	Feilding High School	1198	1948	64
Manawatu-Wanganui	Freyberg High School	1548	1966	46
Manawatu-Wanganui	Hato Paora College	1759	1996	16
Manawatu-Wanganui	Horowhenua College	1383	2003	9
Manawatu-Wanganui	Horowhenua College	977	1973	39
Manawatu-Wanganui	Longburn Adventist College	1090	1975	37
Manawatu-Wanganui	Ruapehu College	1639	1983	29
Manawatu-Wanganui	Wanganui Girls' College	1068	1983	29
Manawatu-Wanganui	Wanganui High School	1118	1968	44
Marlborough	Marlborough Boys' College	1202	1960	52
Marlborough	Marlborough Girls' College	1789	1998	14
Marlborough	Queen Charlotte College	1197	1982	30
Nelson	Garin College	1388	2001	11
Nelson	Nelson College	1515	1988	24
Northland	Kamo High School	1065	2003	9
Northland	Kerikeri High School	1366	1980	32
Northland	Te Rangi Aniwaniwa	1625	2010	2
Northland	Whangarei Boys' High School	1372	1980	32
Otago	Cromwell College	1003	1983	29
Otago	Kings High School (Dunedin)	1419	1978	34
Otago	Mt Aspiring College	1103	1987	25
Otago	Otago Boys' High School	1466	1980	32
Otago	Otago Girls' High School	1308	2001	11
Otago	Queens High School	1227	1978	34

Region	School	Area (sqm)	Year Built	Age
Otago	South Otago High School	1055	1985	27
Otago	St Hildas Collegiate	1256	1995	17
Otago	Taieri College	1014	1905	107
Otago	Wakatipu High School	1194	1978	34
Southland	Aurora College	1678	1972	40
Southland	Southland Girls' High School	1613	1973	39
Taranaki	New Plymouth Boys' High School	1022	1982	30
Taranaki	New Plymouth Girls' High School	1115	1942	70
Taranaki	New Plymouth Girls' High School	1004	1991	21
Taranaki	Sacred Heart Girls' College (N Plymouth)	1564	2006	6
Taranaki	Stratford High School	1086	1985	27
Tasman	Golden Bay High School	1047	1982	30
Waikato	Cambridge High School	1330	1980	32
Waikato	Fairfield College	1583	1965	47
Waikato	Hamilton Girls' High School	1675	1962	50
Waikato	Morrinsville College	1026	1969	43
Waikato	Sacred Heart Girls' College (Ham)	1554	1984	28
Waikato	Te Wharekura o Rakaumangamanga	977	1998	14
Waikato	Tuakau College	1000	1974	38
Waikato	Waihi College	985	1979	33
Wellington	Hutt Valley High School	1445	1981	31
Wellington	Kapiti College	1144	2009	3
Wellington	Kapiti College	990	1963	49
Wellington	Kuranui College	1419	1960	52
Wellington	Mana College	1066	1965	47
Wellington	Naenae College	1189	1975	37
Wellington	Otaki College	1125	1968	44
Wellington	Sacred Heart College (Lower Hutt)	1243	1996	16
Wellington	St Patrick's College (Silverstream)	1019	1977	35
Wellington	Tawa College	1667	1961	51

Region	**School**	**Area (sqm)**	**Year Built**	**Age**
Wellington	Wairarapa College	1071	1988	24
Wellington	Wellington College	1243	1972	40
Wellington	Wellington College	1224	1986	26
Wellington	Wellington East Girls' College	1395	2002	10
Wellington	Wellington Girls' College	1289	1962	50
1 court with basic amenities				
Auckland	Albany Senior High School	953	2009	3
Auckland	Aorere College	883	1970	42
Auckland	De La Salle College	876	1971	41
Auckland	Farm Cove Intermediate	828	2004	8
Auckland	Glendowie College	962	2004	8
Auckland	Henderson High School	968	1974	38
Auckland	James Cook High School	967	1973	39
Auckland	James Cook High School	881	1985	27
Auckland	Kelston Girls' College	793	1965	47
Auckland	Mangere College	811	1971	41
Auckland	Manurewa Intermediate	806	2006	6
Auckland	Marcellin College	814	1973	39
Auckland	Massey High School	928	1969	43
Auckland	Massey High School	809	2001	11
Auckland	McAuley High School	893	1992	20
Auckland	Mt Albert Grammar School	945	1982	30
Auckland	Mt Albert Grammar School	844	2009	3
Auckland	One Tree Hill College	824	1960	52
Auckland	Onehunga High School	810	1966	46
Auckland	Point View School	820	2001	11
Auckland	Rosmini College	788	1973	39
Auckland	St Peter's College (Epsom)	838	1973	39
Auckland	Westlake Girls' High School	959	1965	47
Bay of Plenty	Edgecumbe College	832	1978	34

Region	School	Area (sqm)	Year Built	Age
Bay of Plenty	Lynmore Primary School	910	2003	9
Bay of Plenty	Opotiki College	919	1974	38
Bay of Plenty	Otumoetai College	948	1971	41
Bay of Plenty	Rotorua Intermediate	838	2004	8
Bay of Plenty	Rotorua Lakes High School	880	1971	41
Bay of Plenty	Te Wharekura o Mauao	834	2012	0
Canterbury	Aranui High School	819	1970	42
Canterbury	Ashburton College	890	1973	39
Canterbury	Burnside High School	845	1968	44
Canterbury	Hornby High School	805	1974	38
Canterbury	Kaiapoi High School	859	1973	39
Canterbury	Kaikoura High School	953	1975	37
Canterbury	Lincoln High School	882	1968	44
Canterbury	Mairehau High School	786	1966	46
Canterbury	Mountainview High School	817	1983	29
Canterbury	Opihi College	813	1964	48
Canterbury	St Thomas of Canterbury College	806	1980	32
Canterbury	Timaru Girls' High School	803	1966	46
Gisborne	Lytton High School	790	1960	52
Hawke's Bay	Central Hawkes Bay College	908	1967	45
Hawke's Bay	Karamu High School	876	1967	45
Hawke's Bay	St Joseph's Maori Girls' College	842	1997	15
Hawke's Bay	Taikura Rudolf Steiner School	880	1994	18
Hawke's Bay	Tamatea High School	825	1975	37
Manawatu-Wanganui	Manawatu College	956	1969	43
Manawatu-Wanganui	Palmerston North Girls' High School	939	1989	23
Manawatu-Wanganui	Queen Elizabeth College	946	1989	23
Manawatu-Wanganui	Queen Elizabeth College	791	1970	42
Manawatu-Wanganui	Waiopehu College	859	1983	29
Manawatu-Wanganui	Wanganui City College	851	1961	51

Region	School	Area (sqm)	Year Built	Age
Nelson	Nelson College For Girls	859	1985	27
Northland	Bream Bay College	809	1972	40
Northland	Dargaville High School	819	1972	40
Northland	Mangawhai Beach School	905	1993	19
Northland	Otamatea High School	906	1967	45
Northland	Tikipunga High School	869	1974	38
Otago	Blue Mountain College	814	1979	33
Otago	East Otago High School	809	1979	33
Otago	John McGlashan College	863	1973	39
Otago	St Kevins College (Oamaru)	923	1987	25
Southland	Gore High School	794	1965	47
Southland	Menzies College	903	1978	34
Southland	St Peter's College (Gore)	814	1972	40
Southland	Verdon College	833	1974	38
Taranaki	Opunake High School	785	1972	40
Taranaki	Spotswood College	867	1969	43
Tasman	Motueka High School	790	1980	32
Waikato	Forest View High School	823	1974	38
Waikato	Matamata College	827	1970	42
Waikato	Ngaruawahia High School	813	1974	38
Waikato	Otorohanga College	829	1969	43
Waikato	Paeroa College	786	1969	43
Waikato	Piopio College	875	1977	35
Waikato	Tauhara College	928	1978	34
Waikato	Te Awamutu College	888	1968	44
Waikato	Te Kauwhata College	866	1981	31
Waikato	Thames High School	804	1973	39
Wellington	Aotea College	954	1978	34
Wellington	Heretaunga College	953	1985	27
Wellington	Hutt International Boys' School	910	1996	16

Region	School	Area (sqm)	Year Built	Age
Wellington	Makoura College	931	1978	34
Wellington	Onslow College	954	1991	21
Wellington	Porirua College	859	1978	34
Wellington	Rongotai College	784	1968	44
Wellington	St Bernard's College	939	1970	42
Wellington	St Mary's College (Wellington)	783	1984	28
Wellington	St Matthew's Collegiate (Masterton)	931	1996	16
Wellington	St Patrick's College (Kilbirnie)	890	1970	42
Wellington	Wellington High School & Com Ed Centre	893	1984	28
West Coast	Greymouth High School	790	2010	2
1 court with no amenities				
Auckland	Glendowie College	627	1970	42
Auckland	Henderson Intermediate	673	2009	3
Auckland	Kia Aroha College	764	2008	4
Auckland	Liston College	682	1976	36
Auckland	Lynfield College	748	1970	42
Auckland	Manurewa High School	703	2008	4
Auckland	Mt Albert Grammar School	670	1949	63
Auckland	Northcross Intermediate	779	1997	15
Auckland	Rodney College	687	1970	42
Auckland	Waiheke High School	692	1978	34
Auckland	Western Springs College	658	1965	47
Auckland	Westlake Girls' High School	674	2002	10
Bay of Plenty	Katikati College	663	1971	41
Bay of Plenty	Kawerau College	772	1976	36
Bay of Plenty	Rangitahi College	645	1969	43
Bay of Plenty	Te Puke High School	690	1971	41
Canterbury	Akaroa Area School	763	2006	6
Canterbury	Ashburton College	669	1984	28
Canterbury	Geraldine High School	685	1965	47

Region	School	Area (sqm)	Year Built	Age
Canterbury	Hagley Community College	713	1965	47
Canterbury	Hillmorton High School	687	1961	51
Canterbury	Hurunui College	595	1982	30
Canterbury	Marian College	694	1989	23
Canterbury	Oxford Area School	780	1983	29
Canterbury	Papanui High School	754	1984	28
Canterbury	Rudolf Steiner School (Chch)	725	1996	16
Hawke's Bay	Iona College	615	1964	48
Manawatu-Wanganui	Cullinane College	632	1993	19
Manawatu-Wanganui	Dannevirke High School	778	1983	29
Manawatu-Wanganui	Palmerston North Intermediate	768	2005	7
Manawatu-Wanganui	Rutherford Junior High School	766	1999	13
Manawatu-Wanganui	Tararua College	733	1960	52
Manawatu-Wanganui	Taumarunui High School	732	1965	47
Manawatu-Wanganui	Wanganui High School	752	2005	7
Nelson	Nelson College	680	1940	72
Northland	Kaitaia College	771	1970	42
Northland	Kamo High School	732	1972	40
Northland	Northland College	776	1970	42
Northland	Pompallier Catholic College	775	1979	33
Northland	Te Kura Taumata o Panguru	678	1975	37
Northland	Te Rangi Aniwaniwa	685	2005	7
Otago	Bayfield High School	728	2007	5
Otago	Bayfield High School	716	1964	48
Otago	Dunstan High School	730	2008	4
Otago	Logan Park High School	726	1976	36
Otago	The Catlins Area School	599	1984	28
Otago	Tokomairiro High School	750	1977	35
Otago	Waitaki Boys' High School	694	1972	40
Southland	Central Southland College	762	1972	40

Region	School	Area (sqm)	Year Built	Age
Southland	Fiordland College	607	1982	30
Southland	Northern Southland College	653	1981	31
Southland	Waiau Area School	600	1984	28
Taranaki	New Plymouth Boys' High School	683	1950	62
Waikato	Hauraki Plains College	680	1971	41
Waikato	Melville High School	678	1970	42
Waikato	Reporoa College	711	1984	28
Waikato	St John's College (Hillcrest)	756	1995	17
Waikato	Taupo-nui-a-Tia College	657	1967	45
Waikato	Te Aroha College	696	1965	47
Waikato	Tokoroa High School	731	1963	49
Wellington	Naenae College	654	1956	56
Wellington	Taita College	633	1965	47
West Coast	Buller High School	670	1988	24
West Coast	John Paul II High School	663	1920	92
West Coast	Reefton Area School	598	1986	26

Aurecon New Zealand Limited
Level 1, 102 Customhouse Quay
Wellington 6011
PO Box 1591
Wellington 6140
New Zealand

T +64 4 472 9589
F +64 4 472 9922
E wellington@aurecongroup.com
W aurecongroup.com

180/5/1

Indoor court need
and site assessment study

Prepared for the

Napier City Council

13 June 2012

GLOBAL
LEISURE GROUP

Author

David Allan
Director
Global Leisure Group Limited
PO Box 2147
Stoke
Nelson
Dave@glgnz.co.nz

Report Disclaimer

In preparing this report it has been necessary to make a number of assumptions on the basis of the information supplied to the Global Leisure Group Limited in the course of investigations. The information contained in this paper has been conscientiously prepared based on consultation feedback, an understanding of trends in the leisure sector, and in particular trends in sport and recreation facility provision.

The author did not carry out an audit or verification of the information supplied during the preparation of this report, unless otherwise stated in the report. Whilst due care was taken during enquiries, Global Leisure Group Limited does not take any responsibility for any errors nor mis-statements in the report arising from information supplied to the author during the preparation of this report.

Table of Contents

1. Introduction

Napier City Council (Council) has been aware for some time that there is increasing pressure on indoor court facilities within Napier. Council is seeking to quantify the supply of indoor courts in the City, the extent of current usage of these courts, demand management measures that have been instituted by the various sports and estimate unmet demand.

Council contracted Global Leisure Limited (GLG) to complete an assessment of the extent of need for additional provision of indoor courts for basketball, netball, volleyball, Futsal and possibly other sports and to undertake a high level assessment of site options.

David Allan of Global Leisure Group has undertaken several planning assignments in Napier City and Hastings District and is familiar with the sites and has met the key personnel of most sports. Accordingly, it was agreed the consultation would be by phone and email unless David was in the region for other work.

Interviews were be held by telephone with key sport stakeholder organisations identified as significant users of indoor court facilities to identify issues/options and discuss their aspirations for development of additional indoor courts. It was agreed that the consultation be limited to the key stakeholders with the schools and the wider community not consulted at this stage. The interviews identified functional requirements of users and assisted with developing the likely Stakeholders interviewed to date include:

- netball
- basketball
- volleyball
- Futsal

The CEO of Sport Hawkes Bay was consulted as part of a meeting on several unrelated topics. A brief meeting was held with Eastern Netball to cover the change-over in key personnel and clarify some data issues. A brief interview with the Chair of Napier Netball Centre was also undertaken.

A concurrent process by region sports organisations (RSOs) has provided much of the factual information with regard to current supply and use of indoor courts as well as projections of future participation through to 2020.

A review of relevant documents supplied by Council, RSOs and Global Leisure Group information was completed.

2. Napier Population

The Council Long Term Plan[1] provides the following information on population:

> The following population growth projection figures are based on the 2006 Census Population Projection data. The projections have been calculated using an average of the medium and high population projection data for Napier. The increase for the full ten years is 3.1%, which is higher than the increase included in the Heretaunga Plains Urban Development Study (which has a 6.3%, 30 year, 2015-45, population growth forecast which correlates to a ten year population growth forecast of 2.1%).
>
> 30 June 2011 58,400 (Estimate)

[1] P. 26 AAppendix A: Ten Year Plan 2012/13 to 2021/2022, Napier City Council

30 June 2012	58,570
30 June 2014	59,010
30 June 2016	59,450
30 June 2022	60,360

Actual population growth could differ.

The above data indicates that population growth will not be a major factor in growth in demand for indoor courts.

3. Trends in indoor sport facility provision

There are several trends in facility provision with direct relevance to Napier and provision of indoor courts. These are summarised below.

- A continuing role for most local authorities to be the prime providers of indoor sport facilities. However, commercial centres offering pay-for-play opportunities are now a significant provider in some regions.
- A drive to seek joint ventures and funding partnerships between local authorities, funding agencies and not for profit organisations and other facility providers such as education institutions and facility trusts.
- A drive to cluster or co-locate facilities into integrated hubs to share ancillary facilities such as parking to reduce capital costs and in some cases share ancillary services such as reception across two or more facilities within an integrated complex to reduce operating costs.
- Demand from some local authorities to develop multi-purpose event and participation centres to provide opportunities for social and cultural activities, concerts, exhibitions, trade fairs and other community events, as well as their use for high performance and community sport. Attempts at integrating, within one building envelope, the design needs of events and community sport has achieved mixed success and commonly requires major compromises in access for community sport. The development of such 'compromise facilities' is usually driven by the economic needs of a local authority to build and operate a single facility that is affordable.
- An increased realisation of the benefits of events and an increase in the competitive environment to secure and host events nationally.
- Some demand for indoor courts has been driven by growth of sport participation and the need to divert this additional activity away from the traditional Saturday peak use time because facilities are already operating at full capacity. Some sports and Councils are under severe pressure to provide the indoor court capacity required to meet this demand.
- A demand for greater access to facilities from some sports because of longer seasons approaching 10 months in duration.
- Playing sport indoors is becoming increasingly popular because of reliability (i.e. no cancellations) and greater comfort levels. This has been partly driven by the emergence of commercial indoor sport centres providing pay-for-play sport using highly modified versions of conventional sports demonstrating the benefits of playing indoors.
- The growth of midweek sport and recreation activity is a strong trend nationally. This is creating demand for more indoor courts so they can be used intensively throughout the week into the evenings regardless of weather conditions.
- Terms 2 and 3 of the school year remain the period of peak demand but use is growing in terms 1 and 4 by traditionally winter sports, particularly by basketball

- The increase in the provision of indoor sports facilities has provided the opportunity for some traditionally outdoor sports codes to offer an indoor option. This can be the conventional game played indoors using the same dimensions and rules as the outdoor game (such as lawn bowls, tennis or netball) or a modified version of the game (such as Futsal or Turbo Touch using an indoor basketball court). The modified versions of sport are gaining wider acceptance for example FIFA and NZ Football have now recognized Futsal as the officially endorsed indoor football version of the game and are promoting Futsal.
- Expectations of sports participants and organisations regarding the standard of sport and recreation facilities are dynamic and ever increasing. These drive adoption of new technology and often the upgrading of facilities to remain compliant with requirements and competitive with alternative venues in other regions.
- Increasing numbers of large indoor facilities (providing 3 or more indoor courts) in one location and when in use for competition leagues creates a major gathering sometimes referred to as "a happening place" or other term inferring an excitement factor. This is enhancing both the sporting and social experience for players and supporters through greater opportunities for social interaction and for younger players to connect with leading players in their sport as has been the case with the outdoor netball complexes on Saturdays.

4. Co-location – a strengthening trend regarding site selection

Co-location is any mix of sport and recreation activities together providing the opportunity for a number of activity choices to be made at the same location. Co-location can also allow for the sharing of 'core' facilities such as reception and changing facilities and the shared management of clubs and other sporting and leisure organisations. Co-locating refers to major facilities being physically connected through some shared spaces and sharing some services. The permutations in the mix of activity spaces are varied depending on the needs of the specific community and opportunities that are available. They most commonly include an indoor aquatic centre, an indoor sports centre and a health and fitness centre co-locating. However, many other options may be included such as a specialist dedicated space for a particular sport, e.g. squash courts or other community facilities such as libraries, community centres, arts and cultural centres, Council service centres, etc.).

Co-location has substantial economies of scale attached to it and any facility development should first consider how it might share space before moving to a single use design fall-back position. This model of facility development is common in New Zealand and includes traditional swimming pool/recreation centre spaces, library/sports hall developments. It is becoming a favoured method for funders as they gain more delivery and more economic and social benefits from one site. They understand that the operating costs of providing co-located sport and recreation facilities will be cheaper if they share than if they are stand alone, particularly when calculated over the useful life of the facility.

The co-location of facilities has far greater advantages than disadvantages. Some of the advantages are significant including being able to offer higher levels of service for about the same cost and reducing capital and operating costs through shared spaces and through shared services. On balance the cumulative effect of the advantages and disadvantages identified in this report leads to the conclusion that a co-located facility is more sustainable and affordable over its useful life than developing a stand-alone indoor court facility.

The tables below summarise the advantages and disadvantages of co-location.

SIGNIFICANT ADVANTAGES
Higher level of service can be achieved for minimal (if any) additional cost because the indoor stadium is open when the aquatic facility is open. This converts the indoor stadium from a "turnkey" facility (requiring a booking and obtaining a key for access) into a recreation centre open for casual use at times when not booked.
Significantly reduced operating costs for the life of the facility through sharing: ▪ costs of single reception

▪ management and administration overhead costs ▪ cleaning and cleaning materials
Reduced capital costs through shared spaces such as reception foyer reducing the floor area of a co-located facility compared to the duplication of these spaces required for two or more stand-alone facilities
A co-located facility will benefit more people in the community and this should have a positive impact on attracting capital funding from philanthropic trusts and other funding bodies.
The "one-stop-shop" integrated leisure experience offered by co-located facilities is a significant advantage for family groups who are able to use concurrently two or more facilities (as well as any adjacent sports fields and outdoor courts) as they are all at the one location. A single destination is more efficient for transport (time, cost and carbon savings).
OTHER ADVANTAGES
A co-located facility provides options for integrated programming and offers a wider range of activities particularly for: ▪ after-school and holiday programmes ▪ cross training ▪ easing current users into a new activity because they are already familiar with the environment and staff
Retention of staff ▪ Reduce staff turnover through rotation into different areas of the co-located facility and different roles in each area providing challenges and variety for individual staff members. ▪ A co-located facility provides greater opportunities for career advancement within the workplace therefore retaining experience and knowledge.
Greater prominence as key destination due to larger scale of facility and larger number of users
Reduced marketing costs because branding and promoting one co-located facility at one location using a single livery rather than multiple facilities at multiple locations. Operational and capital cost savings through no duplication of promotion campaigns, signage, etc. Also easier to market because of the prominence of the large facility and greater "touch" within the community from larger number of users
Improved health and safety because the co-located indoor stadium has higher levels of supervision than a stand-alone facility.

DISADVANTAGES
Co-location means the facilities are at one location rather than several locations dispersed across the urban area. This reduces the proportion of the local population able to walk to the co-located facility compared to several stand-alone facilities.
Some users have experienced a sense of loss when a smaller scale facility is replaced by a larger scale facility that is perceived as more impersonal; a co-located facility is by its very nature is a larger scale facility. However, most users adjust to the new environment.
Co-location will generate a larger number of traffic movements to and from the facility and will require larger numbers of parking spaces. Therefore a co-located facility will have greater impact on the local neighbourhood than a single stand-alone facility at one location. Greater reliance on cars for access as facilities are not dispersed through the town.
A co-located facility will require a larger site than a stand-alone facility to accommodate the larger building footprint and larger area for car parking. The requirement for a larger site is likely to reduce the number of well-located options available in a community.

5. Comparative Analysis

The presence of the Pettigrew Green Arena with its event capability including hosting feature games of basketball, netball and other court sports. The comparative analysis has sought out facilities with a community participation rather than spectator event focus (with the event function covered by Pettigrew Green Arena).

Saxton Stadium in Nelson is the most similar to the Napier situation with an events centre already in place (the Trafalgar Centre) and a similar catchment population to Napier. The Stadium has a total floor area of 7,000m2 including a main hall (approximately 3,800m2) accommodating 5 basketball/ netball courts or 12 volleyball courts, a table tennis annex (approximately 800m2), a sports house annex plus change facilities. The Stadium is attached to an existing major pavilion facility that provides a 250 person function space. The Stadium serves a catchment of approximately 65,000 people (45,000 Nelson City residents and about 20,000 Tasman District residents) for community sport use. The five courts have a sprung wood floor and there is floor area to store a unit of retractable seating of up to 500 persons. The Stadium complements the Trafalgar Events Centre where all major spectator events are held. The facility was opened in October 2009 at a capital cost of $12 million.

Two other facilities of a similar scale and function to that proposed for Napier are described below:

- The Gore Multi-Sports Complex comprises an indoor aquatic facility, an ice rink and a 4-court stadium (3,000m2) with several sports fields adjacent to the complex. The complex also includes a lobby, changing rooms, store and plant room. This has been a staged development. It has a catchment of about 7,000 residents in Gore and about 12,000 in the District. The four courts include one court with a sprung wooden floor (basketball & netball) and permanent spectator seating for approximately 300 people. The other 3 courts are green "Synpave" synthetic overlay on concrete base. The latter courts are used for netball, basketball and tennis. Commenced construction in January 2008 at a cost of around $2.7 million.

- The Cross Recreation Centre in Balclutha comprises a 5 court sports hall (3,000m2) for netball, basketball and tennis, a fitness centre, activities space, lounge, kitchen, meeting rooms and changing rooms. It has a catchment of about 4,000 residents in Balclutha and about 17,000 in the District. The court flooring is synthetic polyurethane top layer with recycled rubber underlay on a concrete base. The facility is a basic un-insulated warehouse style building with natural light and floodlighting. The facility was opened in November 2011 at a cost of $5 million.

6. Supply and Use Analysis

The supply picture in Napier reflects the patterns of provision in other parts of New Zealand with a mix of Council, Trust and school owned indoor court facilities. All of the facilities have varying degrees of access and use for community sport. Only Rodney Green Centennial Event Centre is under the direct control of Napier City Council.

6.1. Basketball HB

Basketball HB has listed the following facilities it uses

Table 1: Basketball HB - facilities it uses

Facility	Location	No. of courts	Standard
Rodney Green Centennial Event Centre	Napier	3 *	Local competition
Pettigrew Green Arena	Taradale	3	International Competition

Hastings Sports Centre	Hastings	2	National Competition
School Gymnasium	Taradale	1	Local competition
School Gymnasium	Hastings	1	Local competition
School Gymnasium	Flaxmere	1	Local competition
Flaxrock	Flaxmere	1	Youth grade

*Rodney Green Centennial Event Centre accommodates 3 courts which are about 2m shorter than regulation size and has minimal safety run-off.

Basketball HB has estimated its total court hour usage at 6,514.5 court hours in 2011.

6.2. Eastern Netball

Eastern Netball has listed the following facilities it uses.

Table 2: Eastern Netball - facilities it uses

Facility	Location	No. of courts	Standard
Pettigrew Green Arena	Taradale	3	National Competition
School Gymnasium – Iona College	Havelock North	1	Local competition
School Gymnasium – Woodford house	Havelock North	1	Local competition
School Gymnasium – Sacred Heart College	Napier	1	Local competition

Eastern Netball has estimated its total court hour usage at 648 court hours in 2011.

Eastern Netball predominantly uses the Pettigrew Green Arena. Feedback from Eastern Netball is that when it is "bumped" from Pettigrew Green Arena it has to use school facilities and options are limited to Sacred Heart College in Napier, Iona College and Woodford House in Havelock North as they are the only school facilities with full-size netball courts. In addition, several teams train in school facilities but usage statistics are not known as these are bookings made directly between clubs and schools.

6.3. Volleyball HB

Volleyball HB has listed the following facilities it uses:

Table 3: Volleyball HB - facilities it uses

Facility	Location	No. of courts	Standard
Rodney Green Centennial Event Centre	Napier	9	Local competition
Pettigrew Green Arena	Taradale	7	International Competition
Hastings Sports Centre	Hastings	8	National Competition

Volleyball HB has estimated its total court hour usage at 1,776 volleyball court hours in 2011.

6.4. Futsal HB

Futsal HB has listed the following facilities it uses.

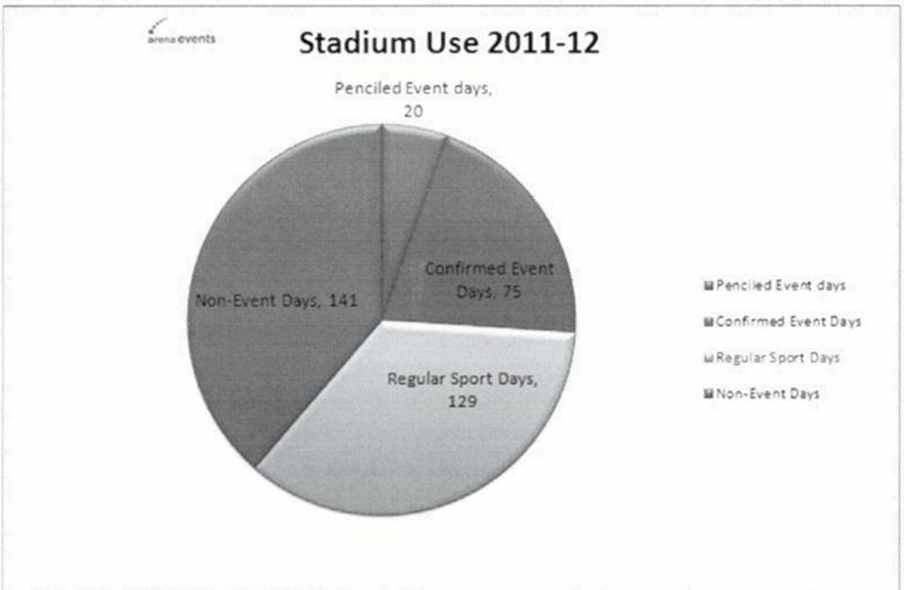
Table 4: Futsal HB - facilities it uses

Facility	Location	No. of courts	Standard
Pettigrew Green Arena	Taradale	3	National Competition

Futsal HB has estimated its total court hour usage at 183 court hours for competitions and about another 20 hours for training sessions on Sundays in 2011.

6.5. Usage of Pettigrew Green Arena

Below is a high level overview of the usage of the Pettigrew Green Arena in the current financial year is 1 April 2011 – 31 March 2012 from data supplied by the Pettigrew Green Arena Trust.



The definition for "Event Days" are those that require the whole arena for a half day or more. So on many of the "Non Event Days" Pettigrew Green Arena has small bookings of a few hours for 1-3 courts. In the coming year Pettigrew Green Arena are looking to groom its descriptions and data collection to be a better reflection of all the activity across the year.

The table below has the figures for the Graph above. The table shows clearly that December & January is the low use period and this has quite an influence on the graph.

2011-12 Event Day Analysis	Total no. days	Pencilled Event days	Confirmed Event Days	Regular Sport Days	Non-Event Days	Notes
April	30	0	7	11	12	
May	31	0	17	8	6	
June	30	0	5	16	9	

July	31	0	11	9	11	
August	31	0	6	18	7	
September	30	0	12	9	9	
October	31	0	10	7	14	
November	30	0	6	17	7	
December	31	0	0	5	26	
January	31	5	1	2	23	Regular sport estimate only based on allocation requests
February	28	3	0	10	15	
March	31	12	0	17	2	
2011-12 Totals	**365**	**20**	**75**	**129**	**141**	

Data supplied by Pettigrew Green Arena show the following bookings stated in netball/basketball court hours:

- Basketball HB used the Pettigrew Green Arena for 553 court hours in 2011 for regular competition leagues.
- Eastern Netball used the Pettigrew Green Arena for 283.25 court hours in 2011 for regular competition leagues.
- The Napier Netball Centre used the Pettigrew Green Arena for 94.5 court hours in 2011 for regular competition leagues.
- Volleyball used the Pettigrew Green Arena for 626 basketball court hours (or 1,516 volleyball court hours) in 2011 for regular competition leagues.
- Futsal used the Pettigrew Green Arena for 205.5 basketball court hours in 2011 for regular competition leagues and trainings

6.6. Usage of Rodney Green Centennial Event Centre

Booking data supplied by Council for the Rodney Green Centennial Event Centre shows the following bookings for the year from September 2010 to August 2011 stated in netball/basketball court equivalents:

- Basketball HB used the Centre for 1,338 basketball court hours (446 court hours x3 courts) for regular competition leagues.
- Volleyball used the Centre for 80 basketball court hours or (240 volleyball court hours) for regular competition leagues.

6.7. Bumping of Community Sport Leagues

"Bumping" of sport users from dual purpose (event and participation) facilities such as Pettigrew Green Arena is a common practice. This is generally because events take priority over community sport leagues in these dual purpose facilities because of the economic benefits to the facility and the wider region derived from events. The pricing of community sport use (which is lower than event hire) reflects this requirement to make way for events. Examination of the regular sports league bookings (excludes sports tournament and holiday programmes) it is apparent that sport has significant interruptions caused by event day bookings. The frequency of sport being bumped 33 out of 164 evenings, particularly Netball, highlights the limitations of the Pettigrew Green Arena as a community sport facility. Bumping has impacted on some sports more than others as can be seen below:

- Basketball HB had its competition leagues bumped from Pettigrew Green Arena on 5 out of 40 evenings between 17 February and 8 December 2011, a 1:8 ratio
- Eastern Netball had its competition leagues bumped from Pettigrew Green Arena on 9 out of 34 evenings between 30 March and 17 August 2011, a 1:4 ratio

- Napier Netball Centre had its competition leagues bumped from Pettigrew Green Arena on 7 out of 28 Tuesday evenings between 1 March and 30 August 2011, a 1:4 ratio.
- Volleyball had its competition leagues bumped from Pettigrew Green Arena on 12 out of 80 evenings (10 out of 48 Monday evenings and 2 out of 17 Wednesday evenings) between 17 January and 12 December 2011, a 1:7 ratio
- Futsal did not have its competition leagues bumped from Pettigrew Green Arena on 0 out of 16 afternoons or evenings between 15 February and 6 December 2011

A one week in four interruption frequency is significantly compromising the service that netball can provide for its higher grade players and causes substantial dislocation and administrative effort with the sport being forced to use single court school venues. The interruptions for basketball and volleyball are less frequent but are still significant. Some of the bumping could be viewed as unmet demand. However, much of this demand is met through rescheduling (by sports in liaison with the facility managers) or by use of alternative facilities (e.g. Eastern Netball using school facilities).

Basketball also gets bumped from Rodney Green Centennial Event Centre when Rugby and Cricket exercise their rights to use the facility for event purposes on game days. Data supllied by Council shows no evidence of this occurring in 2010/11 from the booking system, but it has happened in the past and it is expected it will again in the future (particularly with short notice hire – e.g. Super15 rugby games).

6.8. Demand Management

Demand management measures have been instituted by basketball in order to accommodate the demand in junior participation in particular. The measures used are to shorten the duration of games and shorten or remove entirely the pre-game warm-up period between games. These are common practices in other regions where a shortage of supply is evident.

Netball to date has only transferred some premier level netball to indoor venues and demand management measures have not been needed. However, netball has had fit within available time slots at Pettigrew Greene Stadium.

Volleyball has been using demand management measures to work around the traditional demands of the basketball winter season and its own requirements in terms of national representative and school tournaments. It has also indicated that on occasion limiting the number of teams in some competitions has been necessary because of limited availablilty of court time.

6.9. Summary of Supply and Use Analysis

Sports codes are operating in a sub-optimum environment because supply is limited and there is significant interruptions in service. The dual role of the Pettigrew Greeen Arena for events and community sport is the major issue with the current supply of indoor courts in Napier. Bumping is a significant symptom of this dual use and is similar to weather cancellations that impact on outdoor sport but with bumping as high as 1:4 ratio is greater interruption in servce for indoor sports. Other regions have recognised this issue and have by separating the event and community sport functions such as in Nelson with the Tradfalgar Centre (events focused) and Saxton Stadium (participation focused).

How use is recorded by venues and codes appears to be at odds. There are significant differences in the data supplied by PGA and RGCEC from their booking systems compared with the data supplied from the sports codes. It would be a significant task to undertake the detailed comparison required beyond the resources available for this study. Accordingly, analysis undertaken of the use statistics supplied by PGA and RGCEC will be used as the base for demand projections.

7. Demand Analysis

Data has been supplied by the respective RSOs as part of the Hawkes Bay Sports Council process and is summarised below. However, the 2011 court hours supplied by the RSOs do not correlate with the court hours supplied by PGA and RGCEC and projections need to be treated with caution.

7.1. Projected Demand

Projections have been developed based on data supplied and knowledge of trends elsewhere in New Zealand.

7.1.1. Basketball

Basketball HB has had 66% growth in playing numbers (2,050 additional players) in the 3 years between 2008 and 2011. Basketball is anticipating this strong growth to continue but at a slower rate of increase than the past (26% over the next 4 years or 1,020 additional players). The growth rate is projected to slow further to 16% or 1,020 additional players during the 5 years 2015-2020. The projections are based on the implementation of major schools programme, expansion of 3on3 basketball and development of additional indoor court capacity.

The growth projections in player numbers supplied by Basketball HB appear reasonable based on past growth and trends. Basketball HB has reported in current base of 6,514 court hours in 2011. This includes 4,564 hours (70%) in Napier venues, comprising 2,281.5 hours at PGA, 2,223 hours at RGCEC and 60 hours at Taradale High School gymnasium. Growth in demand would translate to requiring a further 1,682 court hours by 2015. This equates to 305 evenings access to a court from 4.00pm to 9.30pm, if this was allocated on the basis of 3 nights per week allowing for other users of the new facility and operating at the current 40 weeks per year this would require access to 2.5 additional courts on a weekly basis during the season to satisfy the projected basketball demand in 2015. However, the 2020 growth projection requires an additional 2,973 court hours (increase from 6,514 to 9,487 court hours in total) to meet basketball demand. Using the same assumptions as above this means access to 2 additional courts on a weekly basis during the season will be needed by 2020 or 4.5 additional courts in total in Napier and/or Hastings on 2011 base.

PGA and RGCEC have reported 1,891 court hours having been booked and paid for by Basketball HB in 2011. Basketball HB has reported 4,504 court hours for these venues. Growth in demand based on PGA and RGCEC base line data would translate to requiring a further 397 court hours by 2015. This equates to 72 evenings access to a court from 4.00pm to 9.30pm, if this was allocated on the basis of 3 nights per week allowing for other users of the new facility and operating at the current 40 weeks per year this would require access to 0.6 additional court capacity on a weekly basis during the season to satisfy the projected basketball demand in 2015. However, the 2020 growth projection requires an additional 681 court hours (increase from 1,891 to 2,572 court hours in total) to meet basketball demand. Using the same assumptions as above this means access to 2 additional courts (1.9 actual) on a weekly basis during the 40 week season will be needed by 2020. This is 2.5 courts less courts than the 4.5 additional courts by 2020 when the RSO supplied base line data is used across Hastings and Napier.

7.1.2. Netball

Eastern Netball has had 77% growth in playing numbers (2,740 additional players) in the 3 years between 2008 and 2011. Eastern Netball is anticipating growth to slow significantly (7% over the next 4 years or 450 additional players). The growth rate is projected to increase to 15% or 1,000 additional players during the 5 years 2015-2020. The Netball NZ National Facilities Strategy has statistics that show Eastern as the region with the highest participation rate in the country at 35.6 teams per 1,000 active population (identified as 5-30 years of age) or nearly double the national average of 18.6 teams per 1,000. In all categories Eastern is about double the national average except social/ summer teams where it is just above the national average at 2.5 teams compared to 2.3 teams per 1,000 active population. No explanation is provided as to why Eastern is at this level.

Feedback from the Chair of the Napier Netball Centre was that the Centre was unlikely to increase its use of indoor courts for the foreseeable future. However, both Eastern Netball and the Napier Netball Centre recognised there is a high degree of uncertainty at present with the planned restructuring of netball in the regions. This may see changes in the policy regarding use of indoor courts.

Trends further south in New Zealand where climate is a major factor shows that there is an increasing proportion of netball being played indoors. However, to a large degree this is determined by having a sufficient supply of indoor courts available. When affordable additional capacity is developed then netball transfers indoors. This is likely to occur in Napier. However, at this point a status quo position is taken due to the uncertainty in strategic direction.

The growth projections of player numbers supplied by Eastern Netball appear reasonable based on past growth and trends identified by the Netball NZ National Facilities Strategy. Eastern Netball has reported in current base of 648 court hours in 2011 (all at PGA or an alternate facility when bumped). A projected 7% growth in player numbers would translate to requiring a further 45 court hours by 2015. This equates to 9 evenings access to a court from 5.00pm to 10.00pm on one night per week and would be accommodated in the additional court identified in the basketball section above (0.6 share of court required for basketball). If the 15% projected growth between 2015 and 2020 is achieved then this will mean a total of 742 courts hours will be needed or 49 more hours than in 2015. This equates to a further 10 evenings access to a court. This would require a third court by 2020 i.e. additional to the 2 courts identified in the basketball section above.

PGA and RGCEC have reported 283 court hours having been booked and paid for by Netball in 2011. Eastern Netball has reported 648 hours at PGA. A projected 7% growth in player numbers would translate to requiring a further 20 court hours by 2015 based on PGA and RGCEC base line data. This equates to 4 evenings access to a court from 5.00pm to 10.00pm on one night per week and would be accommodated in the additional court identified in the basketball section above (0.6 share of court required for basketball). If the 15% projected growth between 2015 and 2020 is achieved then this will mean a total of 348 courts hours will be needed or 45 more hours than in 2015. This equates to a further 9 evenings access to a court. This would require a third court in Napier or Hastings by 2020 (i.e. additional to the 2 courts identified in the basketball section above).

7.1.3. Volleyball

Volleyball HB reported slow growth between 2008 and 2011. However, the data is not directly comparable between these years to quantify the growth. Volleyball HB is anticipating little growth through to 2020. However, this situation could change depending on the availability of additional courts and the drive of Volleyball HB leadership to generate growth. At this point the status quo has been taken based on projections provided by Volleyball HB. If some modest growth occurs this should be accommodated in the 3 additional courts identified in the basketball and netball sections above because of the partial off set of the peak volleyball season in relation to the peaks in the basketball and netball seasons.

7.1.4. Futsal

HB Futsal has had 130% growth in playing numbers (290 additional players) in the 3 years between 2008 and 2011. HB Futsal is anticipating growth to slow slightly (100% over the next 4 years or 512 additional players). The growth rate is projected to slow further to 15% or 200 additional players during the 5 years 2015-2020. The Football NZ Whole of Sport Plan has identified Futsal as a key element under Goal 5 Expand the Game alongside women's football as well as integrating Futsal in all facets of football in New Zealand including the player development pathway, competition leagues, federation and national tournaments for senior and age group levels. NZ Football is providing funding to all federations to support development of Futsal in their regions including Hawkes Bay.

The growth projections supplied by Futsal HB appear reasonable based on past growth and trends. This demand would translate to requiring a further 183 court hours by 2015 starting from a current base of 183 court hours in 2011. This equates to 33 evenings access to a court from 4.00pm to 9.30pm, if this was allocated on the basis of 1 night per week as at present allowing for other users of the facility and operating at the current 16 weeks per year this would require access to 2 additional courts on a weekly basis during the season to satisfy the projected Futsal demand in 2015. However, the 2020 growth projection requires an additional 253 court hours (increase from 183 to 436 court hours in total) to meet Futsal demand. Using the same assumptions as above this means access to one additional court on a weekly basis during the season will be needed by 2020 (i.e. 3 additional courts in total on 2011 base). Futsal demand coming off a low 2011 base is not a large quantity of additional court hours and would be accommodated within the 3 additional courts by 2020 (i.e. as identified in the basketball and netball sections above)

7.2. Summary of Projected Growth in Demand

The sports codes expectations in the growth in player numbers varies from high growth in Futsal and basketball to steady growth in netball and little or no growth in volleyball. The recent investment in a development officer should drive rapid growth for Futsal (from a low base). Innovations such as the 3on3 variant of basketball are anticipated to drive growth in the sport.

Table 5: Current player numbers of RSOs and future growth projections

Sport	2008	RSO 2011	Anticipated 2015	Anticipated 2020
Basketball HB	3,100	5,150	6,480	7,500
Eastern Netball	3,560	6,300	6,750	7,750
HB Volleyball	Not comparable	2,580	2,580	2,580
HB Futsal	222	512	1,024	1,220

Demand is predominantly for the winter season which is consistent with other regions in New Zealand and overseas. This is partly driven by the seasonal cycle of sport participation and by schools with "winter sport" traditionally scheduled for terms 2 and 3. An exception is volleyball that tends to fit around netball and basketball, particularly in school sport. Many participants also prefer to play several sports within the seasonal cycle. However, as more year round options are offered by sports there are more participants opting to participate year round or looking to a different format of the sport e.g. summer football. The seasonal cycle is gradually being eroded by sports such as basketball operating in all four terms in some parts of the country including Hawkes Bay. However, peak demand for indoor courts is in the winter terms and this is likely to continue for the foreseeable future.

The growth in demand for court hours across Napier and Hastings is summarised in the table below based on data supplied by the RSOs. It should be noted that 76% of all court use by these RSOs occurred in Napier venues in 2011.

Table 6: Court Demand Projections (base line data supplied by RSOs)

Sport	Court hours in 2011	Projected court hours in 2015	Projected court hours in 2020
Basketball	6,514	8,196	9,487
Netball	648	697	707
Volleyball	1,776	1,776	1,776
Futsal	183	366	421
Total	**9,121**	**11,035**	**12,391**
Growth on 2011 Base		1,914	3,270
Growth on 2011 Base		21%	36%

The growth in demand for court hours is summarised in the table below based on data supplied by PGA and RGCEC.

Table 7: Court Demand Projections (base line data provided by PGA & RGCEC)

Sport	Court hours in 2011	Projected court hours in 2015	Projected court hours in 2020
Basketball	1,891	2,288	2,572
Netball	283	303	348
Volleyball	706	706	706
Futsal	205	410	472
Total	**3,085**	**3,707**	**4,097**
Growth on 2011 Base		622	1,012
Growth on 2011 Base		20%	33%

Modelling has been based on the projected growth data in player numbers provided by the four key sports overlaid base line data supplied by PGA and RGCEC on court use having been booked and paid for by the RSOs. The model is also based on community sport court being useable for 5 x 5 hour evenings and 10 hours in weekend = 35 hours per week per court.[2] An 18 week winter season period of peak demand has also been applied to provision of courts (similar approach to provison of winter sports fields). This brings the model cacacity of a single court to 630 hours (18 weeks x 35 hours). The additional 622 hours of projected demand in 2015 will need 1 additional court in a new facility that is fully accessible for community sport. This will meet demand in the peak winter period (terms 2 and 3 of the school year).

Using the same basis for analysis for 2020 the additional 1,012 hours (on 2011 base) will not be accommodated with a single additional court fully accessible for 18 weeks per year.

Adding in the removal of demand management measures such as shortened games it is prudent to assume that a second additional court will be fully occupied.

If use was spread more across the year (i.e. more use in terms 1 and 4) the number of courts needed could be reduced. However, this is unlikely to be attractive during the planning period through to 2020 for most codes.

The 3 courts in Pettigrew Green Arena are significantly compromised in their usefulness to the sports codes because of interrupted access due to events. A balance is needed in provision of fully accessible courts for

[2] "Useable" time is based on the normal patterns of time use during the school terms i.e. outside of school hours. Weekend use is also limited by resistance to use of Sunday by many participants for many reasons (e.g. family time, religious activities)

communtiy sport and the need to maintain good occupancy of (and revenues for) Pettigrew Green Arena to assist with maintianing a sustainable facility. If removal of 'bumping' of community sport is an objective then the addition of a third new court should be instituted. This would go a long way to replacing the loss of all 3 courts for event use for 1 in 5 scheduled rounds of regular competition leagues.

The growth in demand for court hours based on data supplied by PGA and RGCEC requires 3 additional courts across Napier and Hastings (see table 6). However, when compared to the RSO suplied base line data the implications for the number of additional courts is significant. The differences between the two scenarios is 3 or 5 additional courts. This difference needs to be resolved.

8. Conclusions

The supply of community owned indoor courts in Napier is limited and is unable to meet the demands placed on the capacity. In particular, the demand for consistent and reliable access for community sport leagues is compromised because the key provider (Pettigrew Green Arena) gives priority to event use. This means that community sport is "bumped" for events and causes significant dislocation and administrative work load for RSOs to manage this issue. Pettigrew Green Arena had a total of 95 event days in 2011 and is likely to increase further in future years. Even with careful management of the various demands on Pettigrew Green Arena community sport was bumped 33 out of 164 evenings or one in five evenings during 2011.

Analysis of the supply and demand indicates that a deficit in provision has developed with the growth of basketball and Futsal and the transfer of premier senior and secondary school netball to indoor courts. Basketball growth has been a rapid over the past 3 years (66%) and is projected to increase by 26% by 2015. In addition, the introduction of 3on3 game format will add more demand. Futsal has grown 130% since 2008 with over 500 players and is emerging as a significant additional demand on indoor courts in Napier with 100% growth projected by 2015. Currently, it operates leagues on only 16 afternoons and evenings (205 court hours in 2011) at Pettigrew Green Arena but with NZ Football support demand is projected to double requiring an additional 205 court hours by 2015. Volleyball and Netball are not projecting significant growth in demand. However, elsewhere in New Zealand, particularly in regions to the south of Hawkes Bay with more severe climates, demand from netball for greater access to indoor courts is growing and being met by development of more indoor court capacity such as recently in Wellington, Clutha and Nelson.

In summary, the trends described earlier in the report are generating severe pressure on indoor sports facilities in the City and by association indoor facilities in Hastings District. This pressure is likely to increase and requires the provision of more indoor courts. This demand has had three main thrusts:

- The strong growth in demand for courts by basketball.
- Increasing demand from traditionally outdoor sports such as netball and football (Futsal) seeking greater access to existing courts.
- The dual function of Pettigrew Green Arena as both an event and community participation facility resulting in significant interruption access to indoor courts for sports as pressure has grown for use as an event venue

The experience of Saxton Stadium in Nelson was very similar to the situation now facing Napier. Short term demand was assessed at 3 courts but with longer term growth projected to require an additional 2 courts. Saxton Stadium has reported full occupancy of its 5 courts by community sport in the second winter of operation (2011) in line with the pre-build projections.

Based on analysis of use and growth data supplied by the RSOs it is estimated that the projected demand will need 5 courts across Napier and Hastings that are fully accessible for community sport. The projection for Napier based on use data from Pettigrew Green Arena and Rodney Green Centennial Event Centre and player number projections from RSO growth data indicates 3 courts will be needed. This should meet projected demand in the peak winter period (terms 2 and 3 of the school year) from community sport for the foreseeable future (i.e. the next 8-10 years). However, this differs from projections based on RSO suplied base line data. The differences between the two scenarios is provision of 3 or 5 additional courts respectively across Napier and Hastings. This difference needs to be resolved. If the current 3 to 1 ratio of court use between Napier and Hastings (as indicated from RSO data for 2011) is correct then it could be assumed that the 3 courts would be built in Napier, unless a rebalancing in supply is desired.

9. Recommendations

The following recommendations are intended to provide guidance on scale of provision required to meet the assessed need as well as the purpose, objectives and the priority uses of the additional indoor courts. A preferred location is recommended. However, all of these recommendations will need to be confirmed or otherwise as part of a detailed feasibility study if Council decides to proceed with provision of additional indoor court capacity.

9.1. Number of Courts

An additional 3 indoor courts should meet the identified needs of community indoor sport in Napier and Hastings but with likely demand for a further 2 courts in the long term (beyond 2020 years) if growth continues.

9.2. Purpose and Objectives of the Indoor Sport Facility

Analysis of the feedback indicates that the primary purpose of any additional court capacity would be to provide a facility that will increase participation in regular sports activity.

The objectives of the new facility are to:

- To provide assured access for community sports participation as the top priority use for the additional courts
- To complement the event venue purpose of the Pettigrew Green Arena by providing alternative capacity when premier leagues are "bumped" from the arena to accommodate an event
- To provide an indoor environment that meets the foreseeable performance requirements of community level indoor sport and is attractive and comfortable for participants and their supporters
- To provide affordable access to the facility for users over the life of the facility by minimising of operational costs through quality design and construction
- To manage the facility in a sustainable manner to ensure sufficient income is generated to meet the costs of operation and maintenance
- To provide sufficient spectator seating to meet the needs of supporters watching games on each court

9.3. Proposed Use Hierarchy

The following is the suggested hierarchy for use of for any additional court capacity that is consistent with the purpose and objectives as above. The hierarchy could form part of the operating principles that will need to be embedded in the memorandum of agreement between the owner and the user sports. Changes to the hierarchy or principles may be required over the useful life of the facility and will need to be negotiated and mutually agreed between signatory organisations. The suggested hierarchy is:

1. First priority use will be for games as part of a regular indoor sport competition leagues or social leagues
2. Second priority use will be for sport tournament or sports festival use[3]
3. Third priority use will be for regular sports training or practice
4. Fourth priority use is for non-sporting purposes

10. Site Analysis (Location)

This report was prepared through a desk top process based on the feedback from consultation and the author's knowledge of the sites from previous work in Napier. A more detailed site selection process will be needed during any subsequent feasibility study if Council decides to proceed with development of additional court capacity.

Several potential sites were identified for the future provision of additional indoor courts in Napier. However, four sites were identified with the major additional advantage of being able to co-locate with existing facilities or planned developments. They are:

- Pettigrew Green Arena
- Onekawa Netball Courts/Napier Aquatic Centre
- Sports Park Hawkes Bay
- Park Island

Several options were ruled out because they were not likely to deliver the advantages of co-location including:

- School options (Lindisfarne College and Napier Boys High School)
- Whitmore Park (former bowling club)

In addition, development of Park Island is currently being planned with a focus on outdoor sport and passive recreation. The preliminary master plan concepts do include an area for outdoor tennis courts that makes use of the existing kiwifruit orchard shelter belts plus a hub facility and associated parking in close proximity. However, there is a high likelihood that tennis will not need this site. Part of this area is a suitable site for large volume building of the scale required.

[3] Where notification of dates occurs prior to confirmation of competition and social league dates for the coming season

Criteria for the indoor facility site selection that were considered are listed in the table below with a high level assessment comment for each site option.

Criteria	Park Island	Pettigrew Green	Sports Park HB	Onekawa
Proximity of local residential development	Medium On western edge of residential area of Napier City with Parklands sub-division in close proximity	Medium On southern edge of residential area of Napier City	Low Outside Napier City and isolated from current residential areas	High Relatively central in Napier City with large residential area in close proximity
Access by educational institutions	Medium Moderate distance to several schools.	High EIT has large daily visitation (Over 8,600 students and 700 staff on adjacent EIT campus). Taradale High School in close proximity. Moderate distance to several other schools.	Low Distant from schools and tertiary education	Medium William Colenso College in close proximity. Moderate distance to several other schools.
Other existing indoor sport and recreation facilities on site	Low No indoor sport and recreation facilities on Park Island at present	High Indoor courts, sports house and fitness centre at Pettigrew Green Arena	Medium Outdoor sports at Park.	Medium Outdoor netball courts complex and indoor aquatic centre
Co-location potential	High Potential to integrate new indoor court facility with proposed new hub facility for a multi-code club that could share services & staffing	High Potential to integrate new facility with Pettigrew Green Arena using shared services & staffing	Low Site plan has stand-alone buildings. Some potential to integrate new facility with existing facility using shared services & staffing if change in site plan	High Potential to integrate new facility with Aquatic Centre using shared services & staffing. Some redevelopment planned for Aquatic Centre
Community attractiveness and safety (with emphasis upon junior players who may cycle or walk to the facility)	Medium Park Island on main cycleway network. Park has high visitation after school, early evenings and Saturdays in winter when an indoor facility would be operating.	High Proximity to EIT means convenient for students & staff to participate should enhance retention rates particularly of school leavers.	Low Isolated site with use of high speed roads to access site.	High
Visibility of the site	High Park Island is a prominent destination.	Medium On major arterial road and adjacent to major destination (EIT & Pettigrew Green Arena)	High Viewed from Expressway. Becoming established as major destination for outdoor sport	Low Not viewed from arterial roads but part of notable destination Aquatic Centre & Napier Netball Centre
Relationship to transportation networks (current and projected)	Low Not on major public transport destination at front of site. Site is not on major arterial road network but will be well connected to	Medium Major public transport destination at front of site. On major arterial.	High Adjacent to Expressway and planned major link route to Havelock North. Expressway is major bus route.	Low

Criteria	Park Island	Pettigrew Green	Sports Park HB	Onekawa
	network			
Topographical suitability	High Flat site	High Flat site	High Flat site	High Flat site
Zoning considerations				
Land ownership	High Potential site is on Council owned land proposed for extension of existing Park Island reserve	High Potential site to rear of Pettigrew Green Arena is Council reserve (Riverside Park)	Low Outside Napier City and leased to Trust with no direct representation by Council	High Onekawa Park is Council reserve
Size of site for building footprint and parking	High Site is large area (currently shown with 9 tennis courts). Screening of large volume building can be achieved using existing shelter belts (former kiwifruit orchard). Parking will need to be developed and land is available for this purpose. No disruption foreseen while construction is underway	Medium Site is adequate for an extension on rear of exisitng stadium. Existing parking will need to be replaced as building will occupy this land area as well as additional capacity needss to be provided for additional users on Riverside Park to side and rear of the new extension. Only minor disruption to existing use while construction is underway.	High Site is large. Potential to share parking and land available for additional parking Minimal disruption during construction	Low Constrained site requiring use of part of existing courts area for building. Parking already provided that should be adequate as replacing existing courts with indoor courts. Significant disruption to existing users and services while construction is underway
Adequate and sustainable parking to cater for current and future growth	Medium New parking would need to be developed as part of Park extension.	Medium Need to replace existing parking covered by new building.	High Extensive parking space available	Low Constrained site already has capacity issues when netball courts in peak use
Space for future expansion	High Site is part of extension to Park Island reserve and has ample land available for further extnesions to indoor facility.	Medium Riverside Park reserve extends to Murphy Street. However, likely require cooperation of EIT as land owner of adjacent land for further expansion	High Large site	Low Constrained site

In summary, Pettigrew Green site is preferred as this enables co-location of the indoor court provision on one site providing operational and capital economies of scale that are superior to those offered by the other sites.

10.1. Preferred location

The preferred location is at Pettigrew Green Arena where co-location benefits can be more extensively exploited than the other sites including:

- A facility that is open for use at all times through reception and supervision provided by Pettigrew Green Arena as part of its normal day to day operation
- Creating a major community gathering facility at one site. When all 6 courts (3 existing and 3 new) are in use for local competition leagues the larger number of court will enhance both the sporting and social experience for players and supporters (as occurs at the outdoor netball complex at Onekawa on a Saturday) and is experienced at other large indoor centres elsewhere in New Zealand (e.g. Edgar Centre in Dunedin, ASB Sports Centre in Wellington)
- Minimise on-going operational costs through sharing staff and services already in place at Pettigrew Green Arena. This is likely to amount to several million dollars over the life of the facility
- Maximise operational efficiency for the sports using the additional courts, particularly when in conjunction with the existing courts in Pettigrew Green Arena
- Provide 6 courts in one location to improve Napier's competitiveness in bidding to host national and major regional tournaments

11. Appendix: RSO Usage of Facilities

The following is the data supplied by the RSOs regarding their use of indoor court facilities.

Table 8: Basketball HB usage of indoor court facilities in 2011

Basketball HB Usage	No. of days per week	No. of Courts	Start	Finish	Hours per day	Days	Average weeks per year	Court Hours/ year
Rodney Green Centennial Event Centre	2	3	3:30 p.m.	10:00 p.m.	6.50	Week days	42	1,638
Rodney Green Centennial Event Centre	1	3	4:30 p.m.	10:00 p.m.	5.50	Week days	20	330
Rodney Green Centennial Event Centre	5	3	8:30 a.m.	5:00 p.m.	8.50	Week days	2	255
Pettigrew Green Arena	1	3	3:30 p.m.	10:00 p.m.	6.50	Week days	42	819
Pettigrew Green Arena	1	3	3:30 p.m.	10:00 p.m.	6.50	Week days	20	390
Pettigrew Green Arena	5	3	8:30 a.m.	5:00 p.m.	8.50	Week days	2	255
Pettigrew Green Arena	5	3	8:30 a.m.	5:00 p.m.	8.50	Week days	2	255
Pettigrew Green Arena	3	3	8:30 a.m.	5:00 p.m.	8.50	Both	1	76.50
Pettigrew Green Arena	1	3	8:30 a.m.	10:00 p.m.	13.50	Weekends	12	486
Hastings Sports Centre	2	2	3:30 p.m.	10:00 p.m.	6.50	Week days	40	1,040
Hastings Sports Centre	2	2	3:30 p.m.	10:00 p.m.	6.50	Week days	20	520
Hastings Sports Centre	5	2	8:30 a.m.	5:00 p.m.	8.50	Week days	2	170
School Gymnasiums (Taradale High)	1	1	3:30 p.m.	6:30 p.m.	3.00	Week days	20	60
School Gymnasiums (Hastings)	1	1	3:30 p.m.	6:30 p.m.	3.00	Week days	20	60
School Gymnasiums (Flaxmere High)	1	1	3:30 p.m.	5:30 p.m.	2.00	Week days	40	80
Flaxrock	1	1	3:30 p.m.	5:30 p.m.	2.00	Week days	40	80
TOTAL								**6,514**

Table 9: Eastern Netball usage of indoor court facilities at Pettigrew Green Arena in 2011

Eastern Netball Usage	No. of days per week	No. of Courts	Start	Finish	Hours per day	Days	Average weeks per year	Court Hours/ year
Premier School League	1	3	4.00 pm	7.00 pm	3.00	Week days	27	243
Premier Club League	1	3	5.00 pm	10.00 pm	5.00	Week days	27	405
Total								**648**

Table 10: Volleyball HB usage of indoor court facilities in 2011

Volleyball HB Usage	No. of days per week	No. of Courts	Start	Finish	Hours	Days	Average weeks per year	Court hours/ year
Pettigrew Green Arena	2	7	3.30pm	9.00pm	5.50	Week days	16	1232
Rodney Green Centennial Event Centre	1	9	3.30pm	5.30pm	2.00	Week days	16	288
Hastings Sports Centre	1	8	3.30pm	5.30pm	2.00	Week days	16	256
Total								**1776**

Table 11: Futsal HB usage of indoor court facilities in 2011

Futsal HB Usage	No. of days per week	No. of Courts	Start	Finish	Hours	Days	Average weeks per year	Court hours/ year
Pettigrew Green Arena	1	1	4.00 pm	6.30 pm	2.50	Week days	9	67.5
Pettigrew Green Arena	1	3	4.00 pm	9.30 pm	5.50	Week days	16	115.5
Total								**183.0**

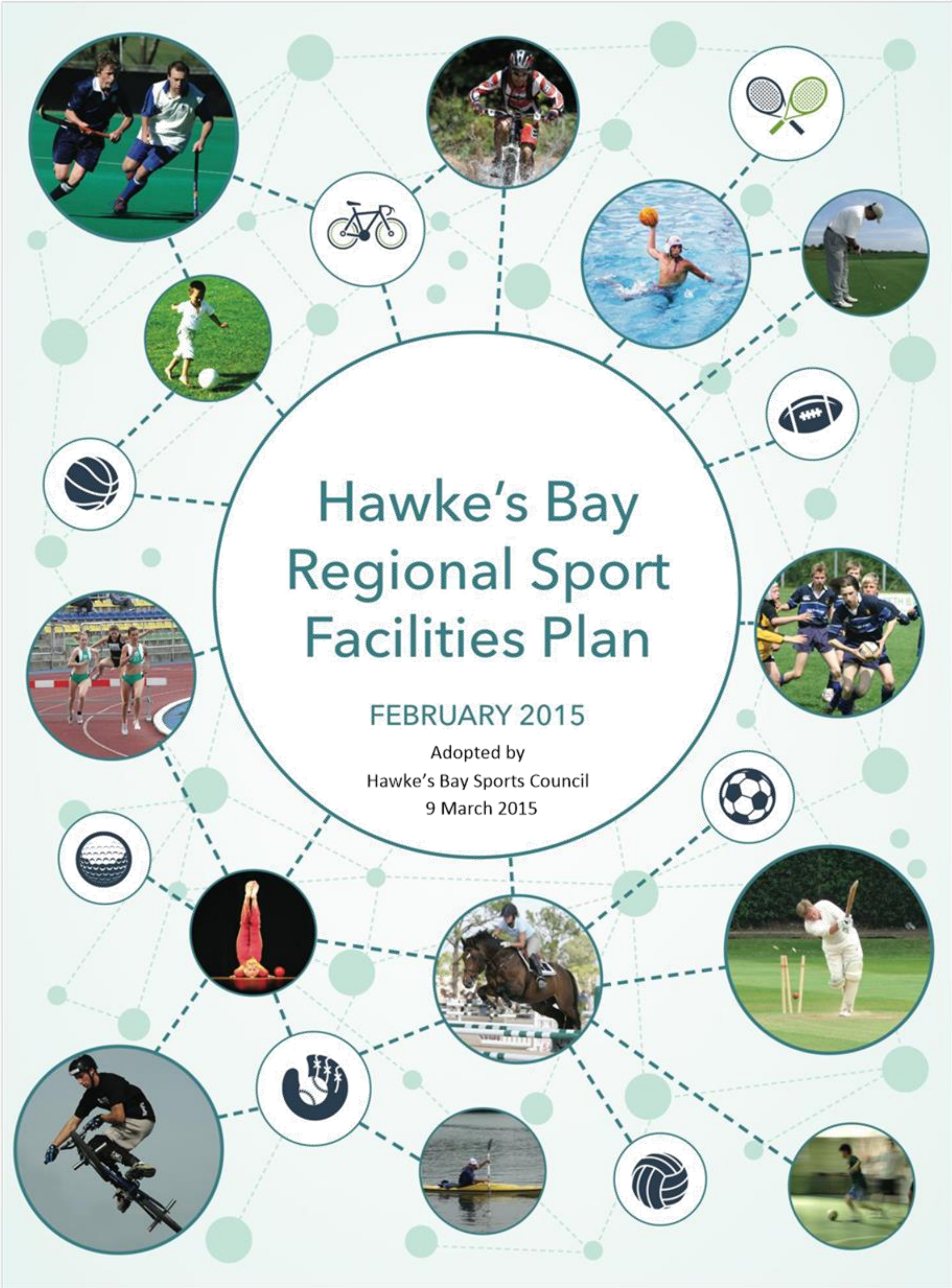

Hawke's Bay
Regional Sport
Facilities Plan
FEBRUARY 2015
Adopted by
Hawke's Bay Sports Council
9 March 2015

Table of Contents

1.0 Executive Summary

There is a good network of international, national, regional and local sport facilities in the Hawke's Bay region. However facilities for international, national and regional sport are not always strategically located within the region to best meet the needs of sport and the wider Hawke's Bay district.

This is because decisions about where sport facilities should be located has historically been based on territorial authority (TA) boundaries and there has been no regional approach to planning for sport facility provision.

The following commitments are essential to ensure coordinated regional planning to maximise use of existing facilities and plan for future sport facilities across the Hawke's Bay region:

- The Hawke's Bay Regional Sport Facilities Plan is a foundation document that all TAs within the region use as a guide for decision-making about the sport facilities network.
- Proactive regional planning for all future international, national and regional sports facilities, based on Better Business Cases principles (funding for studies where possible from the NZ Lottery Grants Board and/or Sport NZ and sports codes e.g. the Park Island Master Plan).
- Alignment between national sport facility plans and planning for future international, national and regional sport facilities in Hawke's Bay.
- Partnering with schools and the private sector to meet sport facility needs as a first and not a last choice.
- An agreed regional funding model for the total cost of ownership (capital and operational) of existing and future international, national and regional sport facilities.
- Sharing assets across user-groups rather than having single purpose sport facilities that are not fully utilised, with policies in place to achieve a balance of commercial and community use of sport facilities.

There are few gaps in the facility network and an over-supply of some sport facilities (bowls, equestrian, golf, tennis, squash) which will require choices to be made to ensure that very limited resources are wisely invested.

This plan identifies priorities where participation is increasing and there are insufficient sport facilities to meet demand as follows.

Sport	Level	Action	Reason
Gymsport	Local	Additional facilities in Hastings	Growth in affiliated membership over 5 years
Cricket	Regional	Review demand for cricket facilities, potentially by HB Cricket as part of a network plan	Growth in cricket relative to quality of facilities provided *Noted current developments may meet needs*

Sport	Level	Action	Reason
Indoor Court Sports	Regional	Complete Better Business Cases study for development of 2 indoor sports facilities	Gap identified in National Indoor Sports Facilities Strategy
Softball	Regional	Review demand for softball facilities, potentially by HB Softball as part of a network plan	Growth in affiliated membership over last five years

A summary of needs assessment of sport facilities is included as Appendix 1. This is based on the O'Connor Sinclair research reports that developed the inventory and analysed participation data where this was available.

2.0 Background

The Hawke's Bay region consists of Wairoa District, Hastings District, Napier City and Central Hawke's Bay District and the towns of Taharua in Taupo District and Ngamatea in Rangitikei District. Hastings and Napier are the most populated districts, comprising 81% of the total population of 151,179[1].

In 2014 the Hawke's Bay Regional Sports Council (HBRSC) commissioned O'Connor Sinclair to undertake research to inform development of a Regional Sport Facilities Plan for the Hawke's Bay region, aligned with the Hawke's Bay Regional Sport Council's (HBRSC) guiding principle of acting in a cooperative and supportive manner for the good of the sport and active recreation sector[2].

The HBRSC was established in 2011 as a forum of members directly involved in the provision of sport and active recreation opportunities for the people of Hawke's Bay[3] and has a role in influencing how the sport facility network can best meet the needs of the region.

The HBRSC is comprised of representatives of local and regional authorities (5), representatives of regional sports organisation (up to 4), Sport Hawke's Bay (2), and senior representatives from other significant contributors to the sport and active recreation sector who may be invited onto the HBRSC.

The HBRSC is not a decision making forum, but works to influence the ways its member organisations contribute to sport and active recreation in the region. It is committed to ensuring that stakeholders work in a collaborative, structured, transparent and strategic manner to ensure a successful regional model for sport and active recreation provision.

[1] *Census NZ*, June 2013

[2] *O'Connor Sinclair Reports*: *Sports Facility Inventory, Participation Data, Sports Facilities Current State*, 2014

[3] *Hawke's Bay Sports Council - Terms of Reference*, September 2011

Sport is integral to New Zealand's culture and way of life. Sport helps to define who we are in Hawke's Bay and how we are viewed by the rest of New Zealand. "The power of sport helps build social cohesion that binds individuals, families, communities, regions and the nation together"[4].

Sport NZ recently identified the need for "spaces and places" so that there are better places for New Zealanders to play sport[5]. The Hawke's Bay Regional Sport Facilities Plan creates an opportunity to provide better places for people to play sport in order to increase participation and the health of the residents, aligned with Sport NZ's strategic direction.

Providing sport facilities is an essential mechanism for getting more kids and adults participating in sport, and getting more winners who can represent Hawke's Bay at regional and national competitions. It is a way of getting kids active, getting families involved, and getting communities engaged.

The SGL Consulting Group Report[6] identified the following issues confronting TAs which is applicable to Hawke's Bay, and confirmed by other studies that have been undertaken in New Zealand:

- A distinct lack of planning and policy in the provision and management of facilities
- The current state of existing facilities: ageing and declining
- TAs don't have the capacity to adequately support the quantity of facilities it is responsible for in their current condition
- Communities demand modern, high quality facilities and with inadequate funding the financial expectations fall on TAs to provide.

The Hawke's Bay Regional Sport Facilities Plan addresses these issues and is informed by sound research that will enable maintenance and future development of a network of sport facilities that are "fit for purpose" in meeting the diverse needs of the community.

3.0 Current State of Sport Facilities

The O'Connor Sinclair Report on Participation Data Collection[7] provides important baseline data to inform the future provision/development of sport facilities in Hawke's Bay. The O'Connor Sinclair Sports Facility Inventory[8] provides an accurate picture of existing sport facilities, so that informed decisions can be made about sport facility needs.

---

[4] *Sport NZ: Strategic Plan* 2012-2015, p3

[5] *Draft Strategic Plan: Sport NZ Group*, 2015-2020

[6] *Guidelines for the Sustainable Management of Community Recreation Facilities: Research Report,* SGL Consulting Group, September 2012

[7] *O'Connor Sinclair: Sport Hawke's Bay - Participation Data Collection*, 6.6.2014

[8] *O'Connor Sinclair: Sport Hawke's Bay - Sports Facility Inventory,* 12.6.2014 and updated 28.7.14

A process has been established that will enable Sport Hawke's Bay to update the participation data and facilities inventory on an annual basis, so that there is reliable information to provide the basis for future decision making.

Detailed information on each of the facilities in the following table is contained within the sport facilities inventory that has been established and will in future be kept up-to-date by Sport Hawke's Bay.

In summary, the following sport and recreation facilities are provided in the Hawke's Bay region:

Facility type	**Number of facilities in Hawke's Bay**	**Number of fields or courts**
Indoor court	24	52
Outdoor court	22	117
Sports Field	44	239
Indoor pool	6	
Outdoor pool	5	

Summary participation data shows the following trends for those individual sports in Hawke's Bay that are able to provide reliable data (many sports have not maintained accurate data or there is insufficient data captured over time to indicate a trend). This information will be reviewed when the Sport NZ Active Communities data becomes available in 2015.

- **Aquatics:** Early indications of an *increasing* trend aligned with Sport NZ participation data.
- **Athletics:** Athletic club membership is showing a *decreasing* trend.
- **Badminton:** Early indications of a *decreasing* trend aligned with Sport NZ participation data.
- **Futsal:** A new sport therefore no trend data is available but strong evidence of *growth*.
- **Golf:** Golf club membership is *decreasing* in line with Sport NZ participation data.
- **Gymsports:** *Increasing* trend corresponding to 3 years of national membership numbers.
- **Indoor Court Sports:** *Growth* trend in basketball from 2010 to 2014. Overall volleyball numbers have decreased, but Volley HB is engaging with the Pacific Island community through the churches and this is expected to drive *increased* participation demands on facilities.
- **Multi-Sport:** Strong evidence of an *increase* in participation in multi-sport events.

- **Rugby**: Average increase of 1% and approximate *increase* of 7.5% between 2002 and 2013.
- **Softball:** Five years of softball data shows the start of an *increasing* trend.
- **Tennis:** Tennis club membership is *decreasing* in line with Sport NZ participation data.

The Ministry of Education provides a significant number of sport and recreation facilities. A large number of schools make their sport facilities available for community use. A number of schools are not currently making sport facilities available for public use, but would consider doing so in the future in order to increase the facility network.

4.0 Gaps and Future State of Sport Facilities

The O'Connor Sinclair report identified that there are some gaps in network provision and that there is over-provision of facilities for some sports. An over-supply of sport facilities creates considerable risk for TAs (and the sports codes). An unsustainably low membership will likely lead to a spiral of unresolved maintenance issues and potentially forced closures of clubrooms on TA land without effective management of the process.

4.1 Highest Priorities

The highest priority sport facility developments are as follows.

Gymsports	There has been a 24% increase in affiliated members over 5 years, and the current provision is insufficient for future Gymsports use.
Cricket	The demand for Cricket needs to be reviewed (potentially by Hawke's Bay Cricket as part of a network plan). *Central Hawke's Bay DC notes that it has provisionally planned to have an artificial cricket wicket as part of an upgrade to Russell Park. There is also a proposal under discussion for a Park Island cricket development.*
Indoor Court Sports	The National Indoor Sports Strategy identified a shortage of 2 indoor courts in Hawke's Bay. *Volleyball's engagement with the Pacific Island community will likely drive increased demand on facilities. Basketball is experiencing growth and reporting a shortage of facilities.*
Softball	There has been a 53% increase in affiliated membership since 2008. The demand for Softball needs to be reviewed (potentially by Hawke's Bay Softball as part of a network plan).

4.2 Other Priority Needs

Sport NZ has supported development of a number of national sport facility plans to guide decision-making on requirements for provision and location of sport facilities. Planning for sport facilities in Hawke's Bay must align with these plans. In some instances the national facilities plans have identified a need to consolidate or rationalise the number of clubs and clubroom facilities that are provided.

This may provide an opportunity to free up land that can be converted for public or other sport and recreation use. This report does not seek to estimate the cost of sports clubs vacating their clubrooms and land, or the cost of converting land for other purposes.

Following are other Hawke's Bay Regional Sport Facilities Plan priorities, aligned with the relevant national sport facility strategies.

Sport/Facility	**Action**
Aquatics	Maintain a national competition standard pool (aligned with the National Aquatics Strategy and the Napier and Hastings aquatic strategies)
Artificial Surfaces	Explore future requirements for development of artificial surfaces for sports e.g. football, futsal
Athletics	Retain IAAF Class II certification of Sports Park, Hastings athletics track
Bowls	Work with Bowls Clubs to achieve sustainability aligned with the Bowls NZ Facilities Plan
Cycling	Develop a Better Business Cases study for a Velodrome in Hawke's Bay aligned with the National Cycling Major Events Strategy
Canoe Polo	Explore the need for a regional canoe polo facility on an evidential basis
Golf	Work with golf clubs to achieve sustainability aligned with the Golf NZ Community Golf Plan
Hockey	Develop a Better Business Cases study for future regional developments for hockey in Hawke's Bay aligned with the Hockey NZ National Facilities Strategy
Netball	Support Netball to identify future regional needs aligned with the Netball NZ Facilities Strategy
Skateboarding	Maintain and upgrade existing skate-parks and plan for new local skateparks as need arises, *noting the Marine Parade development*
Squash	Work with squash clubs to achieve sustainability aligned with the Squash NZ Strategic Plan
Tennis	Work with tennis clubs to achieve sustainability aligned with the Tennis New Zealand Optimisation Plan

4.3 Regional Funding of the Facilities Network

A clear definition around the purpose of each of the existing sport facilities in the Hawke's Bay region has been developed. Introduction of a regional rate to provide on-going funding to meet the total cost of ownership (capital and operational) of existing and future international, national and regional sport facilities is essential to ensuring sustainability of the network.

Sport facilities are owned by TAs and by community trusts. Regardless of the ownership model, decisions need to be made about how sustainability can be assured through a regional funding model for international, national and regional sport facilities. The funding model may be supported by community trusts and the Ministry of Education.

Where sport facilities are provided to meet local needs then responsibility falls on the local TA or school to provide. TA-school partnerships can be used to enhance or maintain the local network of sport and recreation facilities.

5.0 Key Principles for Determining Future Priorities

The following principles will guide decision making on current and future provision of sport facilities:

Network Approach: Planning of the network to incorporate a hierarchy of sport facilities to meet a range of different needs from international to local sport. The Hawke's Bay region will not have a facility that fits each level of the hierarchy for each sport and no new facilities will be developed unless they enhance the network.

Collaborative Approach: TAs, schools and sports within Hawke's Bay region to work collaboratively in planning of the sport facilities network in order to maximise use of facilities. Opportunities to work with schools, and to enter into public-private partnerships, is the first choice and not the last choice when planning for new sport facilities or meeting existing network shortfalls.

Facility Strategy Approach: The network must be aligned wherever possible with national and regional sport facility strategies. To date national strategies have been completed for aquatics, athletics, basketball, bike, bowls, cricket, football, hockey, indoor sports and netball.

Multi-Use Approach: The network of sport and recreation facilities should encompass multi-use of spaces whether on a seasonal or shared basis to ensure the best use of limited and finite resources.

Needs Based Approach: Decisions are based on evidence of need, expressed through Better Business Cases studies that are peer reviewed. This includes an assessment of regional need, whole-of-life planning and resourcing, balanced investment in the network and the economic impact of provision on the wider network.

6.0 Options for the Facility Network

A number of options must be considered for the sport and recreation facility network as follows:

6.1 Consolidate or Rationalise the Network:

TAs within Hawke's Bay can agree to maintain the current network at existing standards, regardless of the over-supply and under-supply of sport club facilities identified, or they can support sports clubs to rationalise sport facility assets where required and plan to invest in new facilities that meet regional and local needs where there is an evidential basis for doing so.

6.2 Change the Delivery Model:

TAs within Hawke's Bay can change the delivery model to optimise use of existing sport facilities. This includes making programming changes to make better use of TA indoor and outdoor sport facilities and making better use of school facilities to meet network gaps.

6.3 Partner with the Community Education Sector:

TAs within Hawke's Bay may formalise agreements with the community education sector (schools and tertiary) in order to continue to partner to provide sport facilities to enhance the network of quality local facilities for sport. This includes negotiating with schools who don't currently make their sport facilities available for community use but have indicated their willingness to engage with TAs.

6.4 Partner with the Private Sector

TAs within Hawke's Bay may enter into partnerships with the private sector to provide sport facilities where there is a public benefit that can be quantified and funded. This may take the form of a commitment to meeting some programming costs to support private sector investment in sport facilities.

6.5 Grow the Facilities Network:

TAs within Hawke's Bay can grow the sport facilities network where there is an evidential basis for doing so to meet an identified regional need, providing an appropriate regional funding model is agreed for the total cost of ownership (capital and operational) of sport facilities.

7.0 Challenges for Hawke's Bay Region

In October 2014 the Hawke's Bay District Health Board published a report on inequity of opportunity in Hawke's Bay[9]. This report identified that "people living in Hawke's Bay are less physically active than the average person who lives elsewhere in the country, despite all that the region has to offer".

Providing and maintaining quality sport and recreation facilities is essential for turning the tide of physical inactivity and helping to address other poor health indicators identified in the Health Board report.

The Hawke's Bay region is faced with a number of challenges which have impacted on provision and maintenance of sport facilities as follows:

[9] *Health Inequity in Hawke's Bay*, Key Findings 2014, www.hawkesbay.health.nz

7.1 Demographics:

Hawke's Bay is a lower socio-economic area, which creates barriers to accessing sport and recreation opportunities. For people aged 15 years and over, the median income is $26,100 ($28,500 for all NZ). 39.3% of people aged 15 years and over have an annual income of $20,000 or less (38.2% for NZ). 21.7% of people aged 15 years and over have an annual income of more than $50,000 (26.7% for NZ).

16.8% of people in Hawke's Bay region are aged 65 years and over (14.3% for NZ). This may indicate a declining interest in some sports and an increasing interest in physical activity choices such as walking.

Hawke's Bay region has a youthful population. 21.8% of people are aged under 15 years (20.4% for NZ). This creates a need for largely unstructured or non-mainstream sports e.g. skateboarding, BMX.

7.2 Regional Planning:

Planning for sport and recreation facilities has been fragmented across Hawke's Bay. This is because decisions about where sport facilities should be located has historically been based on territorial authority (TA) boundaries and there has been no regional approach to planning for sport facility provision.

Future planning for sport facilities must include all of the providers of sport facilities i.e. TAs, schools, charitable trusts, sports clubs and private providers. In this way facilities can be provided that meet the expectations of users and encourage active participation in sport.

7.3 Regional Funding Model:

There is a mixed-ownership model for sport and recreation facilities in Hawke's Bay. Some facilities are owned by TAs, some significant regional assets are owned by charitable trusts, and many facilities are owned by schools. The funding model does not reflect these differences, particularly for assets owned by charitable trusts. This puts the network at risk as charitable trusts compete for funds regionally and nationally.

A regional funding model for funding new sport facility developments and for maintaining existing international, national and regional sport facilities is essential. There is an adhoc approach by TAs to funding when sport facilities of regional importance are proposed, with a quid-pro-quo response to inclusion of funding a new facility of regional significance within another TA area.

There are limited resources for funding new sport facility developments, or for maintaining existing sport infrastructure. There is no major licensing trust in Hawke's Bay to provide funding for sports code facility maintenance and development. At present local power trusts prefer to make dividend pay-outs rather than invest into major capital projects. Decisions on investment in facilities that are regionally significant must be planned and coordinated to ensure facilities are located where they can best meet the needs of the sport and the community.

7.4 Maintaining the Facility Network:

Relative to participation there is an over-supply of some sports club facilities, particularly for bowls, equestrian, golf, squash (no data provided) and tennis and a potential undersupply for some other sports e.g. Basketball, Gymsports, Cricket, Volleyball and Softball.

Maintaining quality sport facilities will become increasingly challenging as the network of sport facility assets age. Ageing facilities are less desirable and as a result may become under-utilised as membership and participation falls.

Artificial hockey turfs are provided at key locations and in some schools. Life-cycle planning for maintenance and renewal of artificial hockey turfs provided by sports entities is required in order to maintain the network at its current level. This is beyond the capacity of local sport to provide.

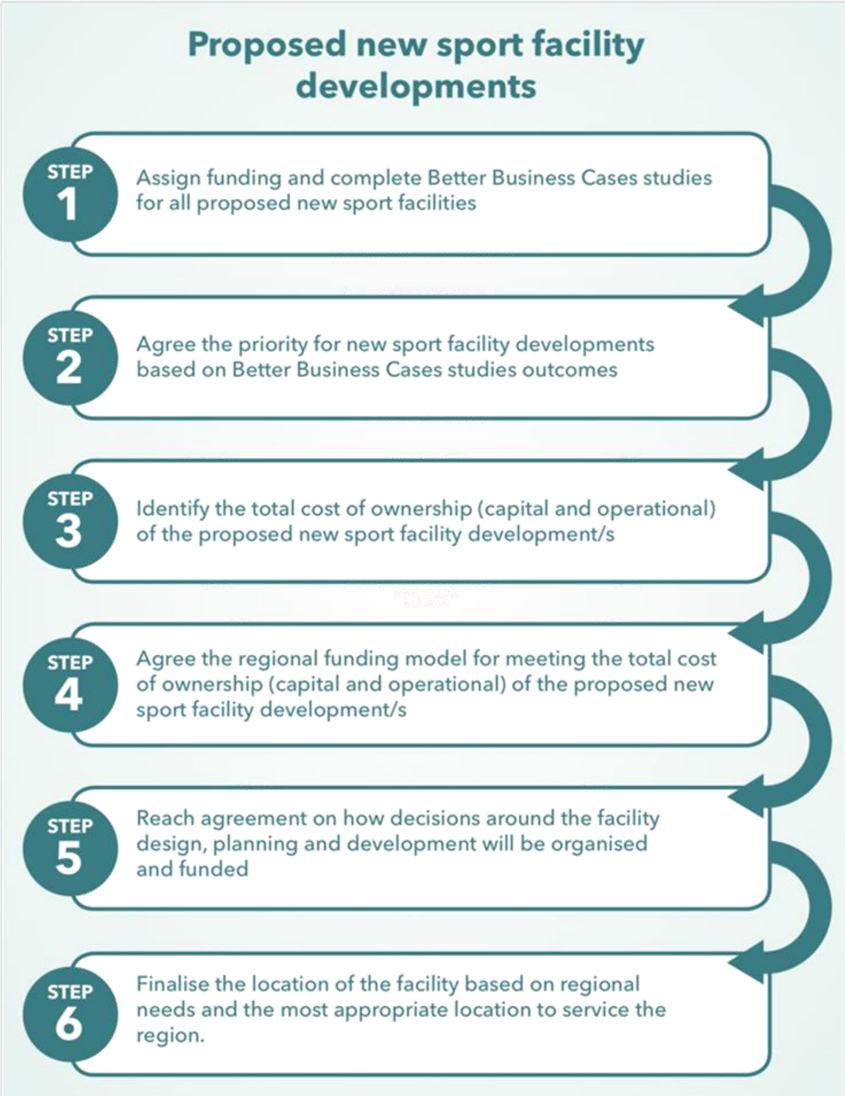
These challenges means it is increasingly important that planning for sport facility provision and maintenance is done regionally within the Hawke's Bay area, rather than on a TA basis.

7.5 Decision-making Process for Current Facilities

Following is a process to guide regional planning for sports facilities in Hawke's Bay:

7.6 Decision-making Process for New Facilities

Following is a process to guide regional planning in Hawke's Bay for all new facility developments:



APPENDIX 1: SPORT FACILITY AND HIERARCHY DEFINITIONS

The operational definitions below are used to guide the development of the Regional Sport Facilities Plan.

Sport and Recreation: Sport NZ defines sport in its broadest sense. Sport includes active recreation, casual pick-up games and organised competitions. A sports facility is defined as "a man-made structure or surface required to enable the playing of sport (and recreation) and the hosting of sports events"[10].

International Facility: An international facility is defined as "a facility with the ability to host international competitions/events i.e. between nations"[11].

National Facility: A national facility is defined as "a facility with the ability to host regional representative competitions (including professional and semi-professional franchise competitions involving teams from outside New Zealand) and/or to serve as a national high performance training hub for one or more sports codes"[12].

Regional Facility: A regional facility is defined as "a facility that serves the resident population of the Hawke's Bay Regional area".

Local Facility A local facility is defined as "a facility that serves a user catchment drawn from within one territorial local authority area".

Long Term Plan: An LTP refers to the Long Term Plan developed by the Napier City Council, the Hastings District Council, the Central Hawke's Bay District Council and the Wairoa District Council.

---

[10] Northland Regional Council: Northland Regional Sports Facilities Plan, July 2008

[11] *Waikato Regional Sports Facility Plan Summary*, June 2014

[12] *Waikato Regional Sports Facility Plan Summary*, June 2014

APPENDIX 2: SUMMARY NEEDS ASSESSMENT OF SPORTS AND RECREATION FACILITIES

Sport	Facilities Provided	State of Sport	Development Options
Aquatics	AW Parson's Indoor Pool* Clive War Memorial Pool Flaxmere Waterworld* Frimley Aquatic Centre Village Pool Havelock North Napier Aquatic Centre Ocean Spa Splash Planet Swim Gym Fitness Centre Wairoa Community Centre* Waipawa Pool	• 7 indoor pools and 3 outdoor pools which are 25 m and 5 lanes or more • Those marked * are national level facilities • 80 schools provide aquatic facilities (84 pools). 51/80 schools currently partner or share • Wairoa residents have to travel a greater distance to a facility	• Is there LTP provision for maintaining the assets to their current standard? • Has a need for a deep water pool been identified e.g. Water Polo, Flippers. • No additional development is required
Athletics	HB Regional Athletics Track, Sports Park, Hastings	• 5 athletic facilities. • 49 schools provide athletics facilities • 35/49 schools currently partner or share • Participation has declined by 7% over a 4 year period	• Retain IAAF Class II certification of the Athletics Track at Sports Park, Hastings • Maintain the Sports Park Stadium. • Is there LTP provision for maintaining the assets to their current standard?
Badminton	Note that the National Facilities Strategy for Indoor Sports supports 2 additional indoor courts in the Hawke's Bay region	• 9 indoor facilities provide 17 badminton courts. 26 schools provide 46 badminton courts. 19/26 schools currently partner or share • Participation has declined by 21% over a 4 year period. Facilities are under-utilised	• No additional development is required • Could any of these spaces be converted for alternative indoor courts e.g. Futsal?

15

Sport	Facilities Provided	State of Sport	Development Options
Basketball	Note that the National Facilities Strategy for Indoor Sports supports 2 additional indoor courts in the Hawke's Bay region	• 7 indoor facilities provide basketball courts. 55 schools provide basketball courts. 37/55 schools currently partner or share. 2 schools are investing - Port Ahuriri (basketball) and Te Pohue School (basketball/netball) • Napier BHS and TKKM also providing indoor court space	• Trend information recently made available • Investigate as part of an indoor sport facility strategy
Bowls	Bay View Bowling Club Bluff Hill Bowling Club Bowls Heretaunga Bowls Napier Bowls Taradale Hastings United Bowling Havelock North Bowling Club Karamu Bowling Club Kia Toa Bowling Club National Service Bowls Club Omarunui Bowling Club Otane Lawn Bowls Port Ahuriri Bowling Club Waipawa Bowling Club Waipukurau Bowling Club Wairoa Lawn Bowling Club	• 16 clubs providing 19 bowling greens • There is an over-supply of bowls club facilities for the catchment measured against the Bowls NZ benchmark	• Develop a regional bowls facilities plan • Consider rationalisation of bowling clubs on TA land to provide fewer, high quality bowls clubs

Sport	Facilities Provided	State of Sport	Development Options
Cycling	Pan Pac Eskdale MTB Park Romanes Drive Marine Parade Pump Track Taradale Dirt Park & Pump Track	• There is no participation data available on BMX • The Bike NZ Facilities Strategy identified that many BMX facilities need upgrading • No facilities are provided for multi-sport • There is no track cycling venue in HB	• Explore future opportunities for bike trails • Explore future opportunities for a velodrome
Canoe Polo	Waterworld Clive Pool Frimley Pool (offered but declined by Canoe Polo)	• There are 3 facilities in Hastings available for Canoe Polo. 2 schools provide Canoe Polo facilities • Participation in Canoe Polo has decreased by 7% over 4 year period.	• No additional development is required
Cricket	Napier Tech Old Boys Nets	• 14 facilities providing 38 cricket ovals 54 schools provide cricket facilities. 33/54 schools currently partner or share • Cricket facility provision near capacity • Taradale Intermediate, Wairoa College and Port Ahuriri Schools plan to invest in cricket nets/wickets	• Develop a regional cricket facilities plan • Assess need for an additional cricket wicket in Central HB
Equestrian	Arran Station Central HB A& P Showgrounds Eskview Pony Club Hastings A & P Showgrounds Havelock North Pony Club Hawkes Bay Equestrian Park Maraekakaho Sports Ground Puketapu Domain Wairoa A & P Showgrounds	• 9 facilities for equestrian activities • Few benchmarks and no utilisation data for equestrian	• Consider rationalisation of facilities on TA land with concentration of activity on A & P Showgrounds land • Has the health and wellbeing of the sport been assessed?

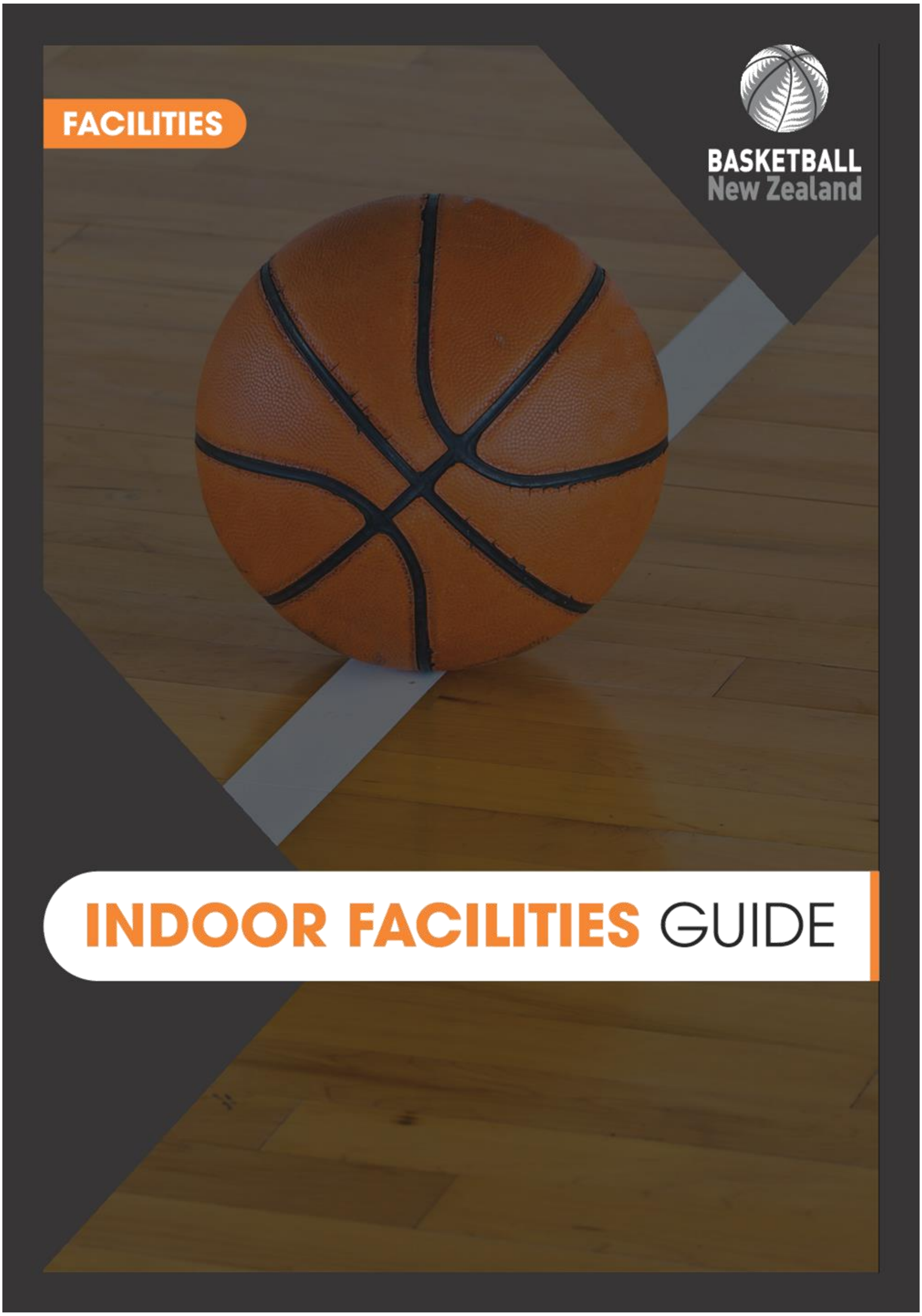
Sport	Facilities Provided	State of Sport	Development Options
Football		• 18 facilities providing 95 football fields. 63 schools provide Football fields and 41/63 schools currently partner or share • Napier BHS planning an additional field • TKKM planning an improved playing surface	• Reassess possible need to provide additional full sized football in central HB (1) and Wairoa (2) • Are the fields floodlit to intensify usage? • Does the LTP provide to maintain the fields to a fit-for-purpose standard?
Futsal	Note that the National Facilities Strategy for Indoor Sports supports 2 additional indoor courts in the Hawke's Bay region	• 4 facilities in HB provide 6 Futsal courts. 3/3 schools provide Futsal facilities and partner or share • Napier BHS developing a gymnasium • TKKM developing an indoor PE facility	• No trend data available. • Consider providing markings and specific sport requirements at other indoor sports facilities for Futsal. • Possibly convert some badminton space for use by Futsal if more space needed.
Golf	Capt Kidnappers Golf Course Cape Turnagain Golf Club Hastings Golf Club Hawkes Bay Golf Club Mahia Gold Club Maraenui Golf Club Napier Golf Club Norsewood Golf Club Onga Onga Golf Club Patutahi Golf Club Pongaroa Golf Club Porangahau Country Club Puketitiri Golf Club Ruakituri Golf Club	• 21 golf courses. Cape Kidnappers is an international course, all other courses are traditional. Utilisation average 10% of available time • There is declining participation rates and an oversupply of golf facilities • A gap in the provision of non-traditional golf course offerings i.e. short courses and courses for children	• Work with Golf NZ to develop a regional plan for golf in the HB • What is the health and state of the sport of Golf in the Hawke's Bay area? • Consider rationalisation of golf clubs on TA land to provide fewer, high quality golf clubs

	Takapau Golf Club Te Pohui Golf Club Te Puia Hot Springs Golf Club Waikohu Golf Club Waipawa Golf Club Waipukurau Golf Club Wairoa Golf Club		
Sport	Facilities Provided	State of Sport	Development Options
GymSports	Central Gymnastics Club Omni Gymnastic Centre Ricochet Trampoline	• 6 Gymsports facilities. 10 schools provide GymSport facilities, 9/10 partner or share • 24% increase in participation over 4 years • Napier BHS and TKKM planning indoor gymnasium space	• Develop a regional facility plan for Gymsports • Plan for an additional gymsport facility in Hastings • Look at Gymsport facility needs in Wairoa
Hockey	Park Island Hockey Centre at HB Regional Sports Park Hawke's Bay Hockey Association Unison Hockey Centre	• 3 facilities providing 6 hockey fields • 22 schools provide hockey facilities. 22/37 schools partner or share • The facilities are under-utilised in summer and winter • A grass hockey field in Wairoa • CHB planning a multi-functional turf at Russell Park that includes hockey	• No participation data available • Establish the condition of the artificial turfs - where they are in their life-cycle and plan to replace them at the end of their life

Sport	Facilities Provided	State of Sport	Development Options
Netball	Hawke's Bay Regional Sports Park Onekawa Netball Centre Standring Park Netball courts Ngati Pahauwera Netball courts	• 16 facilities in HB providing 59 netball courts. • Courts are under-utilised during summer months but at capacity during winter months. • 98 schools provide netball facilities. 59/98 currently partner or share	• Develop a regional facilities plan for Netball • Plan additional netball courts in Hastings and Napier or partner with schools to provide
Rugby		• 27 fields in HB and 86 rugby union/league fields within the region • 79 schools in HB provide rugby facilities. 52/79 schools partner or share	• No additional development is required • How many fields have floodlights for training? • Is there adequate provision in the LTP to maintain the fields and floodlights to a good standard?
Rugby League	Rugby League and Tag	• 25 facilities in HB and 86 rugby union/league fields within the region • 14 schools partner or share of partner for Rugby League fields and 5 others would consider sharing	• No additional development is required • How many fields have floodlights for training? • Is there adequate provision in the LTP to maintain the fields and floodlights to a good standard?

Sport	Facilities Provided	State of Sport	Development Options
Scooter/ Skateboard Parks	Atomic Skate Park Flaxmere Skate Park Havelock Skate Bowl Nelson Skate Park, Hastings Sk8 Zone, Napier Russell Park Skate Bowl Waipawa Skate Bowl Wairoa Skate Bowl	No participation data is available for skateboarding	• Is there adequate provision in the LTP to maintain the skateboard parks to a reasonable standard?
Softball	Akina Park, Hastings	3 facilities providing 25?? softball diamonds. 34 schools provide softball facilities. 24 schools currently partner or share their facilities. Softball facilities are at near capacity winter and summer and there has been an increase in participation of 53% since 2008.	• Noted plans to upgrade Akina Park and include a baseball diamond • Maintain the current facilities at Akina Park • Explore options for additional diamonds in Wairoa and Napier
Squash	Hastings (Tennis &) Squash Havelock North Squash HB Lawn Tennis & Squash Club HB Squash Rackets Club Takapau Squash Club Waikare Squash Club Waipukurau LT & Squash		• What is the health of the sport of squash? • Is there a need to develop a regional plan for Squash for possible rationalisation?

Sport	Facilities Provided	State of Sport	Development Options
Tennis	Clive Tennis Club Eskview Tennis Club Greendale Tennis Club Hastings Tennis (& Squash) Havelock North Tennis Club HB Lawn Tennis & Squash Club Nelson Park Tennis Club Onekawa Tennis Centre Takapau Tennis Club Waipukurau Lawn Tennis & Squash Wairoa Tennis Club Westend Tennis Club	16 facilities providing 94 tennis courts. 52 schools provide 141 courts. 35/52 schools currently share or partner with other organisations / community. There is a declining participation rate in Tennis (-24%).	• What is the health of the sport of tennis? • Is there a need to develop a regional plan for Tennis • Consider rationalisation of tennis clubs on TA land to provide fewer, high quality tennis clubs
Touch Football		• 12 facilities providing 71 Touch fields. 50 schools provide Touch fields. 27 schools currently partner or share their facilities. • There is a school field in Wairoa but nothing more. • No trend information is available.	• No development is required
Volleyball	Note that the National Facilities Strategy for Indoor Sports supports 2 additional indoor courts in the Hawke's Bay region	• 5 facilities providing 11 Volleyball courts. 26 schools provide Volleyball courts and 19 schools currently partner or share their facilities (including 2 schools in Central HB).No facilities for Volleyball in Central HB. • No trend information available.	• Consider marking Volleyball Courts to allow for weekday peak Volleyball if need is proven.


FACILITIES
BASKETBALL
New Zealand
INDOOR FACILITIES GUIDE

FACILITIES

BASKETBALL New Zealand

CONTENTS

FACILITIES

BASKETBALL New Zealand

INTRODUCTION

This guide is designed to assist Basketball New Zealand (BBNZ), basketball Associations, territorial authorities (TAs) and regional sports trusts (RSTs) to work together to enhance the basketball facility network and so enable more people to get active and participate in basketball.

Information for the guide has primarily been informed by the National Facilities Strategy for Indoor Sports (NFS for Indoor Sports)[1] and the BBNZ All of Basketball Plan (The Game Plan)[2]. Links to TA and/or RST regional facility plans are also referenced so that basketball Associations can influence and leverage off the opportunities created through these plans.

The guide is designed to provide:

- A profile of basketball so that TAs, RSTs and other readers gain an understanding of the relationship between the sport and facilities and opportunities for mutual benefits.
- An easy summary of the NSF for Indoor Sports, highlighting key findings that relate to basketball.
- A link between the NSF for Indoor Sports and BBNZ's strategic vision outlined in the "Game Plan" document.
- An increased understanding of ways in which Associations and the Zones should engage with TAs, based on Sport New Zealand's (Sport NZ) existing work on TA engagement.
- Recommendations on ways in which the Zones and Associations can work towards resolving the challenges they are facing through collaboration with facility providers.
- A case study that will explore some of the key challenges faced by basketball Associations (Refer to Case Study - Tauranga City Basketball Association).

[1] National Facilities Strategy for Indoor Sports prepared for Sport New Zealand, May 2014.
[2] Basketball New Zealand All of Basketball Plan, June 2012.

FACILITIES

BASKETBALL New Zealand

EXECUTIVE SUMMARY

Basketball is one of the most popular participation sports, and one of the biggest team sports in New Zealand, but its growth is arguably hampered by lack of access to community facilities.

Sport NZ's NFS for Indoor Sports has identified that there are sufficient facilities in New Zealand for international events and national or regional tournaments but there are insufficient local community facilities for basketball and other sports. Population and demographic changes will increase or decrease that demand in some areas.

BBNZ has developed this guide, based on the NFS for Indoor Sports, to identify gaps and opportunities in provision of community indoor facilities for basketball. The guide also addresses the need to develop outdoor 3x3 facilities for the youth market.

The guide identifies critical needs in some areas to address access issues and the high reliance on the school network. The TA network is also under pressure with a number of ageing facilities and other facilities that have not been designed with sufficient flexibility to meet the needs of different indoor sports.

BBNZ has introduced a winter and summer national community participation programme offering basketball programmes over 12 months of the year for all ages, levels and abilities in order to spread use of the facilities.

Because basketball is not a direct provider of facilities, the role of the basketball Associations is to work with TAs and RSTs to influence the development of facility plans that address the shortage of indoor space and/or the need to redevelop some centres to better meet the needs of sport.

A collaborative approach, with other basketball Associations within the Zone and with other sports, is essential when advocating for additional indoor space. Competing with the same sport or between sports within a city or district will compromise the effectiveness of any approach to a TA or RST.

A flexible approach to court sizes and game times is also needed. Basketball needs to be playing games where spaces are available, rather than being constrained by the size of the court. Smaller courts for juniors creates more opportunities for more children to play basketball. For many levels of the game playing to a set length of time, rather than stopping the clock may mean that more games can be played within the same time frame.

Associations will need to have a clear understanding of their own facility usage and participation in basketball in their area, as well as understanding the gaps and opportunities for redistributing utilisation from winter to summer.

Possible strategies for increasing facilities available for basketball include:

- Increasing access to school courts for community use.
- Modifying and increasing access to outdoor courts such as netball courts, tennis courts and recreation spaces.
- Increased flexibility about court sizes for all levels of the game.
- Increased flexibility about game times for all levels of the game.
- Adapting and redeveloping existing facilities.
- Developing new facilities.

FACILITIES

BASKETBALL New Zealand

BASKETBALL IN NEW ZEALAND

Basketball was introduced into New Zealand by the YMCA, encouraged by Mormon missionaries and popular among servicemen returning home after World War II.

Basketball is an Olympic sport and in 2000 and 2004 the Tall Blacks and Tall Ferns participated in the Olympic Games. The Tall Ferns also participated in the 2008 Olympic Games. The Tall Blacks and Tall Ferns have regularly competed at world championship events.

The New Zealand Breakers are the highest profile and successful basketball brand in New Zealand. The team has achieved outstanding success and this has ignited a committed and loyal following and achieved sell-out crowds for what is an entertainment spectacle.

Basketball in New Zealand is gaining momentum, but its growth is limited by a critical shortage of access to indoor court space, particularly in Auckland and Christchurch. Until this issue is addressed the sport will be unable to grow beyond the current limitations imposed on it by factors that are largely outside its control.

Basketball Participation Levels

Basketball is one of the most popular participation sports for New Zealand youth, and one of the biggest team sports in New Zealand. The Active NZ Survey[2] shows there are 209,427 adults (age 16+) participating in basketball. The NZ Young People's Survey[3] shows that 367,000 young people (age 5-18 years) participate in basketball.

The combined figures, adjusted for the age overlap, show that half a million Kiwis play basketball on an annual basis. Basketball is the number three team sport for adults (behind cricket and touch football).

Based on the NZ Young People's Survey, basketball is the number one "mucking around" sport and recreation activity for young New Zealanders:

- Number one for boys 10-14 years (61% of all boys participated)
- Number one for boys 15-18 years (48% of all boys participated)
- Number one team sport for girls 10-14 years (59% of all girls participated)
- Number one team sport for girls 15-18 years (41% of girls participated)

There are approximately 75,000 members currently registered with BBNZ. The challenge for basketball is converting the half million participants into 150,000 people who play basketball regularly in local competitions and events.

[2] Active NZ Survey (2008), Sport NZ
[3] NZ Young People's Survey (2011), Sport NZ

FACILITIES

BASKETBALL New Zealand

Hierarchy of Facilities for Basketball in New Zealand

Basketball in New Zealand needs a range of facilities to meet the different levels of competition.

The following outlines the needs for different levels of basketball:

International Event Facility: Meets all the criteria required for hosting international events, with a centre court, and usually played at an entertainment venue e.g. New Zealand matches played at Vector Arena or the North Shore Events Centre.

National (or regional) Tournament Facility: The need for a six court facility able to host multiple games on courts with sprung floors and spectator facilities for up to 1,000 persons.

Local Level Facility: A 1-4 court localised facility commonly used to promote participation and develop the sports club network.

The NSF for Indoor Sport has identified that there are insufficient local community facilities to meet the needs of sport. The community network of indoor facilities is ageing, the network is mainly owned by schools, and the network is often poorly maintained.

The focus of the guide is therefore on the gaps in provision of community indoor facilities as they apply to basketball.

At a community level basketball's growth is impeded as it relies on the TAs and schools to provide indoor facilities and then it competes for this space with a growing number of other indoor sports. In particular badminton, volleyball, Gymsports and Futsal have been identified in the NSF for Indoor Sports as sports that are increasing their demands for indoor space.

As demand from these sports increases, there is also increasing demand from traditional outdoor sports moving indoors, in particular netball. These pressures indicate that the situation is likely to get worse rather than better for all indoor sports. Therefore BBNZ's long-term plan should be directed at securing increased space for playing basketball at a community level.

The Basketball New Zealand Game Plan

The BBNZ Game Plan has been developed to align all basketball development programmes to provide a unified pathway into the game and to deliver a consistent experience to all participants.

The Game Plan formed six "virtual" basketball Zones that create opportunities for integrated planning aligned with the One Game, One Team, One Plan approach. The six Zones are:

1. Northern Zone
2. Mid-North Zone
3. Central Zone
4. Capital Zone
5. Mainland Zone
6. Southern Zone

Appendix A has a list of the Basketball Association with each Zone.

FACILITIES

BASKETBALL New Zealand

The Game Plan proposes that a national participation programme be introduced offering quality, consistent participation experiences and engagement over 12 months of the year for all ages, levels and abilities.

Planning the participation programmes throughout the year will help ensure basketball receives sustained revenue opportunities, better utilisation of gymnasium availability and greater basketball participation experiences and choices.

The winter and summer national participation programmes are as follows:

	Target market	Winter Brands	Summer Brands
Adult	Generation Y (20-37 years)	Club Hoops	Summer Hoops
Youth	Generation Z (13-19 years)	School Hoops	3x3 National Tour
Junior	Generation Z (5-12 years) Parents - Generation X (28-52 years)	Kiwi Hoops	Kiwi Hoops

The Game Plan focuses on key strategies to address the critical shortage of facilities that are available and necessary to grow the sport of basketball through developing these winter and summer brands.

The strategies identified in the Game Plan are:

- Develop a Zone Based Regional Facility Plan aligned with the NFS for Indoor Sports to cater for growth in the numbers participating.
- Develop a National Participation Programme offering basketball over 12 months of the year for all ages, levels and abilities to spread use of the facilities.

The Game Plan creates an opportunity to work towards achieving the growth targets of having an accurate workable database of over 200,000 participants, with a minimum of 150,000 New Zealanders playing regularly, by December 2016.

Access to facilities has been identified as a key determinant of growth of the sport. Achieving that target will require a collective effort from BBNZ, basketball Associations, schools, TAs and RSTs.

FACILITIES

BASKETBALL New Zealand

Outdoor Facilities

The Game Plan includes summer outdoor programmes for the youth market in particular. 3x3 basketball can be played outdoors, in diverse locations and in highly visible urban locations. There are international opportunities for New Zealand teams to compete at the FIBA 3x3 World Cup and also World Tour events. FIBA are also actively pursuing 3x3 basketball to be an Olympic sport.

BBNZ has developed a national 3x3 brand that is aligned with the FIBA 3x3 brand. In the summer of 2013/2014 BBNZ launched the inaugural Burger King 3x3 National Tour with events in 10 centres around New Zealand. This tour will be expanded to 12 centres in 2014/2015 and link with community 3x3 basketball organised by Associations.

It is important that local basketball Associations establish communication with TAs and businesses to secure access to strategically located sites that are suitable for 3x3 basketball.

Outdoor courts also provide an opportunity to help overcome indoor court shortages. Associations and other providers should consider relocating suitable community basketball onto outdoor courts. TAs should consider increasing access for indoor sports to use outdoor spaces and look into the feasibility of modifying existing spaces for basketball. Outdoor facilities such as netball courts, tennis courts and other hard surface recreation spaces can be modified for use.

Appendix B provides a draft of outdoor 3x3 venue plans.
BBNZ is also developing on Outdoor Facilities Guide.

FACILITIES

BASKETBALL New Zealand

SUMMARY OF THE NATIONAL FACILITIES

Sport NZ commissioned the NFS for Indoor Sports to provide guidance and direction in the development of indoor sports facilities on a national basis.

Key Findings of NFS for Indoor Sports

The NSF for Indoor Sports has identified that there are sufficient facilities available for international, national and regional sports competitions as measured against a set of defined criteria.

Within each BBNZ Zone these facilities are as follows:

Zone	Event Facilities		Tournament Facilities	
	International	National	National	Regional
Northern	Vector Arena Trusts Arena	North Shore Events Centre Vodafone Events Trusts Arena Bruce Pulman Park	NS Events Centre Trusts Arena Bruce Pulman Park	ASB Stadium, Whangarei ASB Stadium, Auckland Trusts Arena Waitakere Bruce Pulman Park Auckland Netball Centre
Mid-North	Claudelands ASB Bay Park Arena	Claudelands Taupo Events Centre ASB Bay Park Arena Rotorua Energy Centre	Taupo Events Centre ASB Bay Park Arena Rotorua Energy Centre	Taupo Events Centre QE Youth Centre Rotorua Energy Centre
Central		Pettigrew Green Arena Arena Manawatu	Pettigrew Green Arena Arena Manawatu	Pettigrew Green Arena TSB Stadium and Hub Wanganui Sports Centre
Capital	TSB Arena	Te Rauparaha Arena TSB Arena	ASB Sports Centre	ASB Sports Centre Walter Nash Stadium
Mainland	CBS Canterbury Arena	Trafalgar Centre CBS Canterbury Arena	Saxton Centre Southern Trusts Event Centre, Timaru	Trafalgar Centre (closed) Saxton Stadium Stadium 2000 Solid Energy Centre, West Coast Southern Trusts Timaru EA Networks Centre Cowles Stadium
Southern	Stadium Southland	Edgar Centre Stadium Southland	Edgar Centre Stadium Southland	Edgar Centre Gore Multisports Complex

FACILITIES

BASKETBALL New Zealand

The NFS for Indoor Sports shows that there is a shortfall in the number of community courts required for indoor sports. The following table shows both community and school courts, the total number of indoor courts provided in New Zealand and school gyms as a percentage of total provision.

It should be noted that not all school courts are available or suitable for indoor sports (size, accessibility, lack of toilets and change-rooms and/or playable condition). Additionally many schools do not make their courts available for community use.

BBNZ needs to continue to strongly advocate to Sport NZ and the Ministry of Education to achieve increased access to school gyms. This is critically important as there are insufficient community sports centres, the network of indoor centres is ageing and there are increased pressures on this space.

Given the current variable and limited access to school facilities, the number of *community* courts provided in the following table is a better indicator of available court space.

Region	Population	Number of Community Courts	Number of School Courts	Total number of Courts	School gyms as % of total
Northland	158,700	3	24	27	89%
Auckland	1,529,300	47	110	157	70%
Waikato	418,500	27	37	69	54%
Bay of Plenty	278,100	21	22	43	52%
Taranaki	110,500	9	11	20	55%
Gisborne	46,700	1	9	10	90%
Hawke's Bay	155,000	8	21	32	66%
Manawau-Wanganui	232,700	19	28	43	65%
Wellington	492,500	30	44	74	59%
Tasman	48,600	5	4	9	44%
Nelson	46,800	6	4	10	40%
Marlborough	45,900	3	3	6	50%
West Coast	32,700	2	5	7	71%
Canterbury	566,000	21	46	66	70%
Otago	213,200	25	29	54	54%
Southland	94,800	15	12	27	44%
Total NZ	4,470,000	106	242	654	61%

Although the above table indicates in some locations that the total number of available courts meets the criteria establish by the NSF for Indoor Sports of one court per 9,000 residents, the actual number of available *community* courts available is one court per 18,000 residents.

FACILITIES

BASKETBALL New Zealand

Indoor Facility Planning and Development

The NFS for Indoor Sports found that there are a number of influences on how the national network of indoor facilities has developed. **There are a number of strategies identified in the NFS for Indoor Sports that the basketball Associations can adopt to address shortages as follows:**

- Collaborate and engage with TAs and RSTs who are developing sport facility plans or who could be persuaded to develop sport facility plans and influence the outcome of those plans to provide increased indoor court space.
- Collaborate with other sports and advocate to TAs for rationalisation and development of new community facilities or refurbishment of existing sports centres that meet the needs of sport.
- Collaborate with other sports and advocate for cross-TA boundary development or redevelopment of regional community facilities that meet the needs of indoor sports.
- Identify spare capacity in existing facilities - adopt flexible timeframes for competitions by moving to evenings or weekend days not popular with other sports.
- Explore opportunities to spread basketball competitions over both winter and summer months.
- Explore opportunities to secure outdoor space for basketball competitions.
- Explore opportunities to use school facilities that are not currently available for community sport.

It is important that basketball defines its own needs for the sport. While the guideline of one court per 9,000 residents is helpful, basketball needs to ascertain how many courts it needs to meet its current needs, and given population changes, how many courts it will need in the future to meet its needs, and how this need can be met over a 12 month window of opportunity.

Impact of changes in future provision

There may be a reduction or shortage in the number of indoor courts available over time or the space available may be unsuitable for basketball. This will have, or is having, a significant impact on delivery of basketball because of lack of suitable court space and should be addressed by adopting the strategies described above.

- Some facilities are nearly 100 years old. As a result, a large number of the TA indoor facilities are reaching the end of their economic lives, making the network particularly vulnerable.
- Where there is a static but aging population there is likely to be a declining demand for indoor facilities and the TA may consider that keeping them open is not sustainable.
- A decline in the school age population will likely lead to rationalisation of schools and reductions in the availability of school gymnasiums to support the indoor facilities network.
- In recent times there has been a trend for TAs to develop event centres and entertainment venues. This has resulted in a surplus of centres for national and regional competitions and a shortage of indoor court space for community basketball.
- The historical TA structure (large number of smaller TAs) resulted in a high number (84%) of smaller one to three court facilities which are often not suitable for basketball competitions.

FACILITIES

BASKETBALL New Zealand

New Opportunities for Basketball

The Ministry of Education is the major provider of indoor courts in almost all regions within New Zealand (on average 63% of the total network). Small, old and often poorly maintained school gymnasiums dominate in some regions. The NFS for Indoor Sports identified limited access to school facilities as a major contributor to the shortage of court space in New Zealand.

- There are potential opportunities particularly in provincial centres to open up school facilities to the sporting community after school needs have been met.

The greatest need is to develop multi-use flexible facilities in areas of need which allow tournaments or multiple games to be played at once in order to generate long-term sustainable (financial) outcomes.

- Decisions to rationalise may lead to development of new centralised facilities. Providing a multi-use indoor facility as part of an urban renewal programme can promote economic activity as well as promote community engagement or identity.

Funding, Design and Development

The NFS for Indoor Sports identified a number of learnings that have been drawn from facility projects that have been less than effective in meeting needs of indoor facility users and managers.

- Lack of clarity about the role of a facility within the wider network. For example designing facilities for regional or national competitions when demand for this use is not sustainable.
- Local authorities competing to provide national level facilities to attract economic activity. Expectations about levels of use based on representations from the national or regional sport organisation, and the TA being induced to develop facilities on the unrealistic expectation of economic benefits from a calendar of events which ultimately may not arise.
- The overall provision of indoor facilities is generally inconsistent between urban and provincial areas and needs to be better understood during the needs assessment stage of development.
- Small communities having an expectation of facilities that were difficult to justify by their use or commercial relationships (often based on what they saw in larger centres). This usually involved creating a sports hub to replace a range of community funded, small community facilities.
- Capture of development proposals by either small community groups or individual councilors resulting in facilities that were out of scale with local demand.
- Opportunities to adapt existing facilities as a national base for some indoor sports, especially where there is potential to expand services offered including sports science or tertiary education.
- For most areas of New Zealand the adaption and redevelopment of existing facilities is a far greater priority than additional facilities.
- The role of any new facility needs to be fully understood so that any new development complements and supports the existing network.

Decision-Making Framework and Toolkit for Facility Development

The NFS for Indoor Sports contains guidelines that have been developed to assist in the consideration of projects (including re-development projects). The Decision Making Framework proposed is based on TAs developing indoor facility plans and the major national sports bodies aligning to this strategy.

FACILITIES

BASKETBALL New Zealand

FUTURE DEMAND

The BBNZ Game Plan identified key challenges for the sport to grow and strengthen its game. The Plan had an emphasis on community development and growing participation, which in turn should encourage sustainability of the sport for the future.

This strategy for growth will place increased pressure on indoor court facilities in the national network. It has already been identified that in some regions there is a shortfall of indoor court space, particularly in Auckland and Canterbury.

To address this shortfall will take time and additional resources so in the interim there is the need for new thinking in accessing any spare capacity identified within existing facilities or developing outdoor spaces to add capacity in order to grow participation levels.

Impact of Changing Demographics on Participation

The development of new sporting facilities or improvements require large levels of capital investment so 10 year minimum (and preferably 20 year) projections need to be analysed to fully assess the impact of any changing patterns.

Table 1: Demographic profile of New Zealand 2011, 2021, 2031

Age	2011	2021	2031
14 and under	894,500	918,400	934,800
15 – 24	642,400	604,100	635,300
25 – 44	1,169,400	1,277,100	1,386,500
45 – 64	1,112,000	1,174,800	1,131,300
65 and over	587,100	823,600	1,106,700
Total	4,405,400	4,798,000	5,194,600

Participation projections have been developed by Gemba[5] based on population projections. These are shown in the table below which indicate the projected level of participation in basketball. This is based on the assumption that levels remain consistent with those captured in 2011. However, this may not be the case across each region so it would be prudent for BBNZ to apply its own projections based on evidence to support BBNZ planning processes.

[5] Gemba Report, Section 4 of the National Facilities Strategy (2014), Sport NZ

FACILITIES

BASKETBALL New Zealand

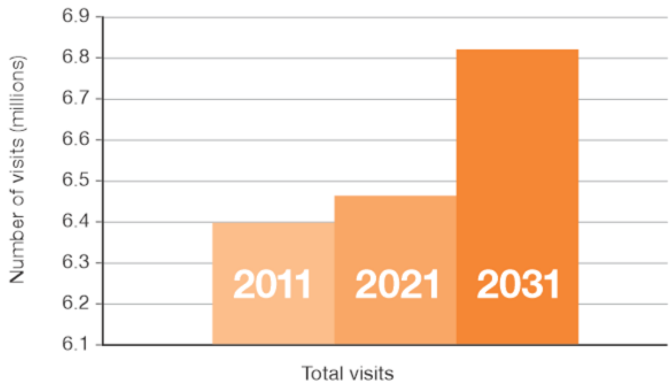
Table 2: Projected Basketball Participation Trends by age group 2011, 2021, 2031

Basketball Participation	14 & under	15-24	25-44	45-64	Total
2011 (actual)	275,000	109,208	81,858	22,240	488,306
2021	284,704	102,697	89,397	23,496	500,294
2031	289,788	108,001	97,055	22,626	517,475

Total volume of Basketball Participation 2011-2031

The total number of implied visits specifically for Basketball between 2011 and 2031 is presented in the figure below. The average frequency that has been applied has been 30 visits per annum. This calculation has been taken from the NFS for Indoor Sport. The estimated volume of Basketball patronage increases from 6,399,180 visits in 2011 to 6,830,610 by 2031 (based on projected population and current participation levels remaining constant over the projected timeframe).

Table 3: Total Basketball Visits between the period 2011 and 2031



Timeframe 2011-2031

The population projection translates to an increase of more than 90,000 visits between 2011 and 2021 and a further 360,000 visits between 2021 and 2031. This projected growth, does not take into account any additional product or programme development initiatives by BBNZ.

The NFS for Indoor Sports has estimated the need for indoor courts to be one court per 9,000 residents. This is based on provision of both community and school courts, and does not take into account that the school network is often not available or is unsuitable for community sport.

FACILITIES

BASKETBALL New Zealand

The following information has been drawn from the NFS for Indoor Sports which shows the potential number of additional community indoor courts above or below the national benchmark estimation required to address the changing population and profile through until 2031. This has a direct impact on basketball and its ability to achieve its target of catering for the current membership and growing the game to meet demand.

Zone	2011 Population	2021 courts under (-) or over (+) benchmark	2031 courts under (-) or over (+) benchmark	To meet National benchmark by 2031
Northern Zone				
Northland	158,700	-5	-5	-5
Auckland	1,529,300	-21	-30	**-42**
Mid-North Zone				
Waikato	418,500	-9	-10	**-11**
Bay of Plenty	278,100	+7	+6	+5
Central Zone				
Gisborne	46,700	+6	+6	+6
Hawkes Bay	155,000	-6	-7	**-7**
Taranaki	110,500	+4	+4	+4
Manawatu - Wanganui	232,700	+4	+4	+4
Capital Zone				
Wellington	492,500	+5	+3	+2
Mainland Zone				
Tasman	48,600	+3	+3	+2
Nelson	46,800	+6	+6	+6
Marlborough	45,900	+1	+1	+1
West Coast	32,700	0	0	0
Canterbury	566,000	-6	-8	**-10**
Southern Zone				
Otago	213,200	+5	+4	+4
Southland	94,800	+10	+10	+10
New Zealand	**4,470,000**	**+3**	**-14**	**-32**

This study shows that the area with the greatest need for more courts in the long-term is predicted to be Auckland while the greatest over-supply is expected to be in Southland. Other areas predicted to have a significant shortfall in indoor courts are Northland, Waikato, Hawkes Bay and Canterbury. Auckland also shortage of facilities for national and regional competitions.

FACILITIES

BASKETBALL New Zealand

RECOMMENDATIONS

Because basketball is not a direct provider of facilities, the role of the basketball Associations' is to proactively engage with TAs, schools and RSTs to influence the outcome of TA and RST local and regional facility plans in order to secure spaces for both indoor and outdoor basketball.

Sport facility plans have been developed, or are being developed by TAs and RSTs that largely align with the key findings of the NSL for Indoor Sports. BBNZ and local basketball Associations have an opportunity to leverage off these opportunities to plan for the future and specifically to give basketball a strong voice within the community and around the table.

All of the Associations, within each of the Zone areas, will need to demonstrate a willingness to forgo association boundaries to develop a plan for their area or Zone that provides for a hierarchy of facilities that meet the needs of the sport of basketball.

It is very important for basketball Associations to understand that TAs and RSTs will listen strongly to a voice from a sport that is united and going in the same direction. Where a sport is not united, and is offering differing views and/or is trying to compete with the same sport or other indoor sports within the same city or district, then their voice will be lost and their influence will be nullified.

The basketball Associations will need to use their influence with TAs and RSTs in order to meet the needs of the basketball community. Influence requires evidence based information to support the case that is being built.

A simple planning exercise will be able to produce all of the information required. The important thing is that the information is presented collectively to represent the voice of the sport in that city or district.

Key information to collect and present includes:

- An inventory of all indoor sports venues within the TA area or Zone used by basketball.
- An assessment of the suitability of each venue - size, amenities, standard.
- Participation statistics and an assessment of latent demand.
- A gap analysis - current provision v required provision for winter use.
- A gap analysis - current provision v required provision for summer use.
- Identification of opportunities for redistributing utilisation from winter to summer.

Sport NZ has developed guidelines for forming productive relationships with TAs which can equally be applied to forming relationships with RSTs. These are included in the Appendix C.

In collaboration with TAs and RSTs, BBNZ and basketball Associations need to adopt a number of specific strategies to address the predicted shortfall to meet the needs of the sport.

FACILITIES

BASKETBALL New Zealand

Six key strategies identified for increasing facilities available for basketball in this guide were:

- Increasing access to school courts for community use.
- Modifying and increasing access to outdoor courts such as netball courts, tennis courts and recreation spaces.
- Increased flexibility about court sizes for all levels of the game.
- Increased flexibility about game times for all levels of the game.
- Adapting and redeveloping existing facilities.
- Developing new facilities (including facilities with both indoor and outdoor court provision).

An alternative approach: Hoops Centres

In order to meet the long-term needs of the sport, BBNZ could test the feasibility of establishing Hoops Centre/s within each Zone area (scaled up or down in size depending on the population) linked with commercial activities such as cafes and physiotherapist/massage therapist/beauty spa operations.

An independent and professional business case needs to be developed when considering such a facility including both the capital and operating costs of a Hoops Centre. BBNZ needs to be involved in ensuring the level of analysis is appropriate and sufficiently robust to mitigate potential risks.

A priority for feasibility could be a Hoops Centre that is also the national centre of excellence for basketball. This is aligned with a key finding of the NFS for Indoor Sports that there may be opportunities to adapt existing facilities as a national base for some indoor sports, especially where there are potential linkages to sports science or tertiary education.

Creating a Hoops Centre/s would create opportunities for basketball to “own” their own venues rather than compete with all other indoor sports at the community sport level, based on a commercial operating model, possibly a franchise model with common branding and operating systems across New Zealand.

BBNZ could be the Franchisor with risk transferred to the franchisee. The Hoops Centres could be developed as a public-private partnership with support from TAs within the Zone (Council provide the land) and a franchisee/s.

A commercial operation, offering pre-school, school, after-school and holiday programmes as well as a range of summer and winter basketball programmes for all ages and abilities would enable basketball to achieve the growth target of having 150,000 people playing basketball regularly. Access could be provided to other sports, but basketball would have priority access to the Hoops Centres.

FACILITIES

BASKETBALL New Zealand

REGIONAL FINDINGS AND ZONE PLANS

NFS for Indoor Sports – Regional Findings

The NFS for Indoor Sports makes a number of key findings that align with the predictions of an over or under-supply that relate directly to the needs of basketball in New Zealand.

- Northland needs one multi-court facility to reduce the dependence on the school network.
- The Auckland region needs 3-4 multi-court facilities to meet demand, and also a range of 2-6 court facilities depending on evidence of demand.
- Gisborne may require an additional community facility to address current shortfalls and dependence on the school network.
- Canterbury's proposed Christchurch Metro Sports Facility needs to provide sufficient capacity for the needs of the region.
- Canterbury needs a further four court facility providing a range of indoor facilities depending on the demographic growth in the region and the changing population patterns.
- Regions with static but aging populations are likely to have a declining demand for indoor facilities.

Zone Plans

Facility planning within each of the Zones (Appendix D lists all of the Zones and Associations within the Zones) will focus on developing, redeveloping or accessing the facilities needed to deliver the winter and summer basketball programmes in order to work towards achieving the target of 150,000 people playing basketball regularly by December 2016.

All Associations need to keep abreast of sports facility planning work in their area so that they can contribute and ensure the needs of the sport of basketball are understood and incorporated into the planning.

A draft scope for a Regional Facilities Plan could include the following:

- An inventory of all venues where basketball is currently being played.
- An assessment of the suitability of that venue for basketball - size, amenities, standard.
- Basketball membership statistics and an assessment of latent demand.
- A gap analysis - current provision v required provision for winter use for basketball.
- A gap analysis - current provision v required provision for summer use for basketball.
- Identification of opportunities for redistributing basketball utilisation from winter to summer.
- Testing against the benchmark of one indoor court per 9,000 residents (extrapolated for basketball usage only).
- An action plan to address the issues identified and work towards providing adequate space to achieve the target for the region.

Northern Zone Plan

Sport Northland is updating the 2008 Northland Sports Facility Plan, on behalf of the Far North and Whangarei District Councils. The brief is to take a regional view of sports facility provision across the Northland region (including documenting the condition of current sports facilities), assess and produce a sports facility plan based on predicted future sports facility needs.

FACILITIES

BASKETBALL New Zealand

The Northland Sports Facility Plan includes both indoor and outdoor sporting and aquatic facilities at a district, regional and (possibly) national level. The NFS for Indoor Sport has identified that Northland needs one multi-court facility to reduce the dependence on the school network, and this need should be reflected in the Northland Sports Facility Plan.

Action Required:

- The Te Tai Tokerau Basketball Association needs to proactively engage with Sport Northland to positively influence the outcome of that plan, aligned with the NSF for Indoor Sport.
- Te Tai Tokerau Basketball should identify the court space required and a location (town) where ideally a multi-sport facility can be built to help grow the sport of basketball.

The NSF for Indoor Sport has identified that the Auckland region needs 3-4 indoor court facilities to meet demand, and a range of 2-6 facilities depending on evidence of demand.

The Auckland Council is currently finalising a draft community facilities network plan which was released in August 2014. They also advise that they want to encourage basketball to develop a code specific facility plan for the Auckland region. Auckland Sport has also expressed an interest and support for facility planning.

Action Required:

- All of the basketball Associations' within the Auckland area need to work collaboratively with Auckland Council to develop an Auckland Basketball Facility Plan, aligned with the NFS for Indoor Sports. They need to demonstrate a willingness to forgo association boundaries to develop a plan that provides for a hierarchy of facilities that meet the needs of the sport of basketball in this area.
- Auckland Council has offered funding support to develop an Auckland Basketball Facility Plan and the basketball Associations' have an opportunity to participate in a project team to support development of this plan.

Mid-North Zone Plan

The majority of the Waikato TAs are currently involved in supporting Sport Waikato in the development of the Waikato Regional Sports Facility Strategy. From this will be developed a long-term strategy for aquatic facilities and indoor sports venues. Strategy documents are available from the Sport Waikato website, www.sportwaikato.org.nz

The summary consultation document identifies a preference for a mix of coordinated facility rationalisation (of aging facilities), optimisation (refurbishment) and new development requiring partnerships between multiple stakeholders with a requirement for cross-boundary partnerships between TAs and other partners.

Specifically the summary consultation document supports two x 4-5 indoor court facilities in the short-term (1-3 years) and two x 2/3 basketball courts in the medium-long term (4-10 years).

It is proposed that one of the larger court facilities is located in the north-east of Hamilton City to serve the wider Waikato district, Waipa and Matamata Piako residents. The summary consultation document recommends partnering with schools for the smaller facilities in the Thames-Coromandel District and/or in Te Aroha.

Action Required:

- All of the basketball Associations within the Mid-North Zone need to work (or continue to work) collaboratively with Sport Waikato.

FACILITIES

BASKETBALL New Zealand

Central Zone Plan

The NFS for Indoor Sports has identified that Gisborne may require an additional community facility to address current shortfalls and dependence on the school network.

Sport Hawkes Bay is developing a facility plan for this region. No further information is available at this time, but all Associations within this area should collaborate and seek to work closely with Sports Hawkes Bay to influence development of this plan.

Actions Required:

- All of the basketball Associations' within the Central Zone need to work (or continue to work) collaboratively with Sport Hawkes Bay and the TAs in this area to influence development of a facilities plan that meets the needs for basketball in this area, aligned with the NFS for Indoor Sports.

Capital Zone Plan

Sport Wellington is leading a project to develop a facilities plan for the greater Wellington area.

Actions Required:

- All of the basketball Associations' within the Capital Zone need to work collaboratively with Sport Wellington and the TAs in this area to influence development of a facilities plan, based around a hierarchy of facilities for community basketball, aligned with the NFS for Indoor Sports.

Mainland Zone Plan

The NFS for Indoor Sports has identified that the proposed Christchurch Metro Sports Facility needs to provide sufficient capacity for the needs of the region.

Action Required:

- All of the basketball Associations' within the Mainland Zone need to work (or continue to work) collaboratively with the Christchurch City Council to influence agreement to provide for 8-10 courts at the Christchurch Metro Sports Facility and to provide an additional four court facility within the city.
- All of the basketball Associations' within the Mainland Zone need to work (or continue to work) collaboratively with Sport Canterbury to influence agreement to develop a Basketball Facilities Plan based around a hierarchy of facilities for community basketball.

Southern Zone Plan

The NFS for Indoor Sport has identified that the Southern Zone is well provided for with expectations of a surplus through to 2031.

Actions Required:

- All of the basketball Associations' within the Southern Zone need to work collaboratively with Sport Otago and Sport Southland to influence agreement to develop a Basketball Facilities Plan based around a hierarchy of facilities for community basketball.

FACILITIES

BASKETBALL New Zealand

APPENDIX A: BASKETBALL ASSOCIATIONS WITHIN EACH BBNZ ZONE

Northern Zone	
	Auckland
	Counties Manukau
	Harbour
	Hibiscus Coast
	Te Tai Tokerau
	Waitakere West Auckland
Mid-North Zone	
	Central Country
	Lake Taupo
	Rotorua
	Tauranga City
	Te Aroha
	Thames Valley
	Waikato
Central Zone	
	Gisborne
	Hawkes Bay
	New Plymouth
	Ngati Porou
	Palmerston North
	Taranaki Country
	Wanganui
Capital Zone	
	Hutt Valley
	Kapiti
	Porirua
	Wellington
Mainland Zone	
	Buller
	Canterbury
	Marlborough
	Mid Canterbury
	Nelson
	North Canterbury
	South Canterbury
	West Coast
Southern Zone	
	Eastern Southland
	North Otago
	Otago
	Southland

FACILITIES

BASKETBALL New Zealand

APPENDIX B: OUTDOOR 3X3 BASKETBALL FACILITIES PLAN SCOPE

A plan for outdoor 3x3 venues should be developed by the Associations in consultation with BBNZ to include the following:

- Establishing criteria for suitable 3x3 sites e.g. location relative to population, size of the space, access to toilets, access to parking, access to shade, access to public transport.
- Identifying potential sites in the community where 3x3 basketball could be played that meet the criteria.
- Identifying frequency of use and/or required dates of use i.e. for regular competitions or Zone events.
- Developing a budget for all expenditure and the income required to at least break-even.
- Identifying minimum registration numbers required to cover costs.
- Identifying equipment requirements and availability.
- Identifying grant funding needs for purchase of equipment where required.
- Identifying resourcing requirements including storage and transport of equipment.
- Identifying organisational requirements including registration of competitions and events with BBNZ, setting registration fees, appointing a 3x3 coordinator.
- An approach to the owners of the space to negotiate and confirm access at the required dates and times (for TA sites this will likely require a formal application for use).
- Identifying marketing activity required to generate registrations in the 3x3 competition or event.
- Developing marketing collateral or initiating social media activity to a level required to ensure market activity resulting in registrations sufficient to ensure a successful competition or event.

FACILITIES

BASKETBALL New Zealand

APPENDIX C: SPORT NZ ADVICE FOR SPORTS ON ENGAGING WITH TERRITORIAL AUTHORITIES (TA)

UNDERSTAND THE TA YOU ARE APPROACHING:

- Develop an ongoing relationship strategy with the TA, not just for "one off" issues.
- Talk with the relevant TA Manager before submitting anything.
- Know the unique issues/challenges facing the Council and their priorities for investment.
- Use the right language/messages/approach that drives the Councillors (eg. economic development, community development, healthy lifestyles or major events).
- Link into the TA's own plans and LTP.

WHEN COMMUNICATING YOUR "WHOLE-OF-SPORT" PLANS:

- Give evidence of a strategic and measured approach.
- Show confirmation of local RSO and/or Club buy in.
- Identify future national/regional events coming to their region.
- Identify key funding partners – nationally and regionally.

MAKE SURE YOU KNOW ABOUT YOUR OWN SPORT IN THE REGION:

- Local RSO/Club capability and sustainability.
- Club participation demographics (now), trends (future) and issues.
- Degree to which demand meets current facility provision.
- Successes and failures - be honest.

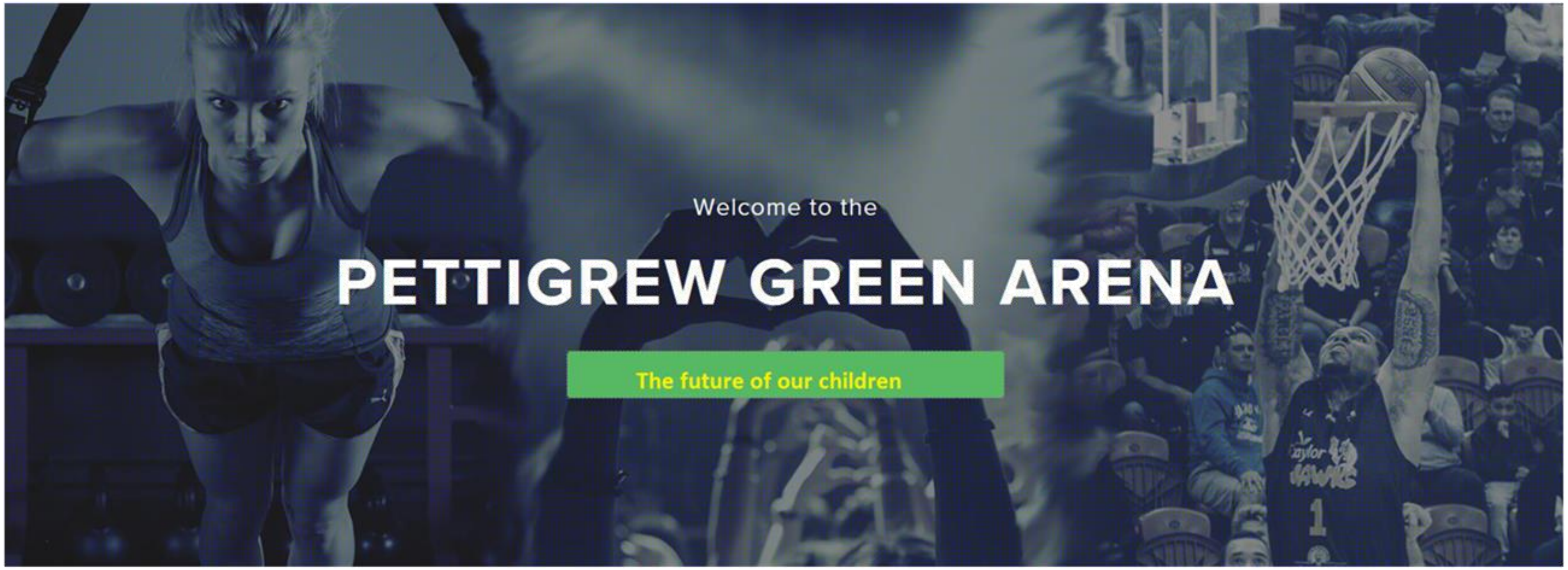
AND IF YOU ARE PROPOSING A FACILITY DEVELOPMENT CONSIDER:

- Evidence of need – reliable and verifiable information.
- The different usage options available – such as amalgamation, partnering, multi-use, all weather.
- Its relationship to other facilities in the region and neighbouring regions – competing/complementing?
- Other capital funding partners – what are you doing to help yourself?
- Organisational capability to manage the facility.
- Financial sustainability – covering all future operational, maintenance and depreciation costs.
- Best industry practice.
- Benefits to the city/region - researched.

BASKETBALL
New Zealand

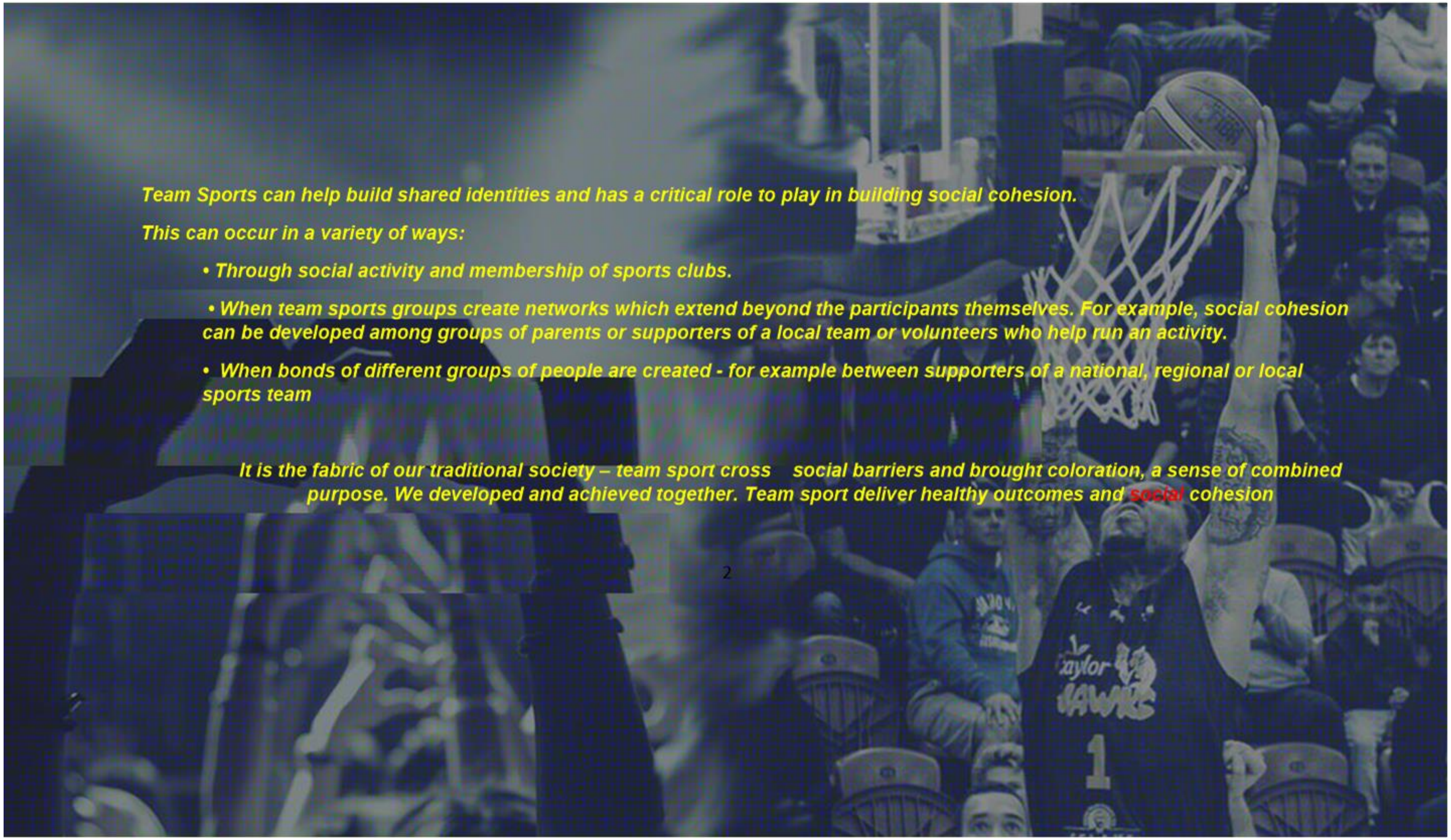
This Guide was developped
with the support of

SPORT
NEW ZEALAND



Detailed Business Case – Executive Summary

Hawkes Bay Multi-Use Sports Facility

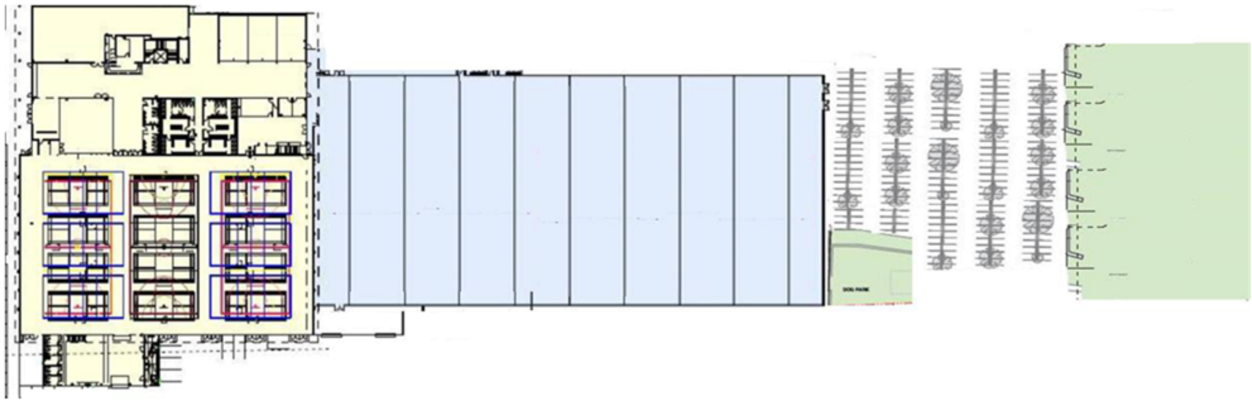

Team Sports can help build shared identities and has a critical role to play in building social cohesion.
This can occur in a variety of ways:
• Through social activity and membership of sports clubs.
• When team sports groups create networks which extend beyond the participants themselves. For example, social cohesion can be developed among groups of parents or supporters of a local team or volunteers who help run an activity.
• When bonds of different groups of people are created - for example between supporters of a national, regional or local sports team
It is the fabric of our traditional society – team sport cross social barriers and brought coloration, a sense of combined purpose. We developed and achieved together. Team sport deliver healthy outcomes and social cohesion
2

What is Proposed

This business case is prepared for consideration of the Napier City Council by the Regional Indoor Sport and Events Centre Trust, which is the charitable trust that operates the Pettigrew Green Arena in Taradale.

This business case proposes the investment by Napier City Council in the extension to in the regional multi-use indoor sports facility known and PGA Arena, opposite EIT in Taradale. The new facility is estimated to cost a total of $10 million, with 1/3 of the funding coming from corporate sponsorship, philanthropic trusts, government funding and public donations. The construction proposed will still allow for further expansion as other councils funding becomes available,

Indoor sporting participation is growing in Hawke's Bay. For some sports, however, there are challenges with demand exceeding the supply of suitable facilities, particularly at peak times, and with existing facilities lacking the size and flexibility to cope with regional and national tournaments. Futsal, Volleyball, and Basketball have indicated they would consider a contractual commitment to use the same nights the use now in the extended 5 to 6 court Stadium. These sports have also indicated that with extended courts space *they consider they will attract the Youth Nationals, NZ or North Island Sec Schools, Regional Tournaments and Futsal have indicated the potentially FIFA Futsal World Cup, Volleyball have indicated they will be able to National Club Championship, NZ Secondary School Championships, North Island Junior Secondary School Championships, NZ Age Group training camps, Central Zone Tournaments, and Club Invitational Tournament*. Basketball is now the biggest sport at secondary school level, and has grown by 27% over the last five years and is bigger than rugby.



Lifting sporting and recreational participation rates in Hawke's Bay is an important objective for this investment. There is evidence that Hawke's Bay lags the rest of the country in longevity and other key health outcomes; likewise, there is a large body of evidence that shows that simply being more active results in immediate and significant health improvements. In addition, sporting and recreational participation improves individual mental health and community social cohesion.

It is expected that substantial direct and indirect benefits to flow from the investment throw to our children of the future. The construction project itself is expected to produce significant regional GDP impact.

In addition, there are direct GDP benefits that will accrue from increasing visitor numbers to Hawke's Bay for sporting tournaments and other events. Around 10,000 extra visitor nights every year are projected, which will increase the region's GDP by around $3 million per annum.

Indirect benefits from the investment include better health outcomes for people participating in sport and recreation, and increased community well-being and cohesion. Improving these factors is part of the Napier City Council's responsibility under the Local Government Act and is in line with the objectives outlined in its Long Term Plan 2015-2025. The issues and options assessed as part of this business case have been derived from consultation with the various sporting codes to ascertain the likely level of demand for a new facility. Futsal, Volleyball and Basketball have indicated they will take 60% of the space from Day one.

Local Iwi had previously demonstrated strong support for the NCC Multi-Use proposal, given Māori over-representation in the poor health and longevity outcomes for the region. Based on the demand from various sporting codes, a design has been proposed that the court sizing is based a full size futsal courts and with height from the court raised for international volleyball. No permanent seating, or storage in the facility will be provided. The design is intended to address the needs of the currently expanding indoor sporting codes whilst retaining a high degree of flexibility as the community desire for different sporting and recreational activities evolves in the future.

In addition, the facility has been designed to accommodate a wide range of other activities. These include trade shows and exhibitions, with the intention that they will not compete for space with existing sporting fixtures wherever possible.

The location of the multi-use facility, will be positioned on Council or EIT land adjacent to Pettigrew Green Arena. This location provides easy access for the largest number of people in Hawke's Bay, has synergies with the current indoor sports facilities, and allows EIT to use the facilities to improve educational outcomes for its students. The facility will be managed with the current Regional Indoor Sport and Events Centre Trust, which is the charitable trust that operates the Pettigrew Green Arena. This will provide large operational efficiencies.

The business case is base around the previous case presented to council that included a velodrome options. Figures and context has been changed to reflect the removal of cycling within the complex. this document.

Constructing the proposed facility is likely to take around one year, the project will have the ability to be scale back if all the funding is not raised. To ensure the project is delivered on time and within budget, early contractor involvement is planned. This multi-stage process will involve the identified designers and builders working collaboratively to optimize the design and minimize risks.

While no project of this size and scope is without risk, the Council and PGA Arena will work hard to ensure that the delivery risks (such as time and cost over-runs) and the outcome risks (such as people not using the completed facility) have been minimized, and are being effectively mitigated through the construction and operation periods. No construction will commence until 60% of hard court space to be constructed is lease for five years to regular users.

In order to ensure the proposed project proceeds according to plan, a comprehensive project management approach is being used, along with best-practice commercial management. The procurement process in particular will be subject to Napier City Council independent assessment to verify that it is fit for purpose and in accordance with the Council's procurement policies also.

Previous advice of council has indicated the investment is affordable for the Council.

This document describes the problems being addressed, assesses the options for and benefits of resolving them, and proposes a pragmatic way forward.

Sporting Participation Gap

There is a clear link between sport, active recreation and health outcomes. The World Health Organisation notes that in most parts of the world, non-communicable diseases have become a major epidemic. This is due, in part, to a rapid change in lifestyles leading to reduced physical activity, changing diets and increased tobacco use – and New Zealand is not immune to these changes.

The health and well-being benefits of increased physical activity are unequivocal. As a seminal meta-study on the health benefits of physical activity noted, a moderatelevel of daily exercise leads to:

- A 20-35% decrease in the risk of death from cardiovascular disease
- A protective effect for those at risk of Type 2 diabetes, with a reduction in incidence of 40-60% over 3-4 years
- A reduction in the incidence of premature death of 39%–54% from any cause and of 34%–53% from cardiovascular disease among patients with diabetes
- Physically active men and women exhibited a 30%–40% reduction in the relative risk of colon cancer, and physically active women a 20%–30% reduction in the relative risk of breast cancer compared with their inactive counterparts

There is compelling evidence that routine physical activity, especially weight-bearing and impact exercise, prevents bone loss associated with aging. Routine physical activity is also associated with improved psychological well-being (e.g., through reduced stress, anxiety and depression). In turn, psychological well-being is particularly important for the prevention and management of cardiovascular disease, but it also has important implications for the prevention and management of other chronic diseases such as diabetes, osteoporosis, hypertension, obesity, cancer and depression.

Conversely, as the study notes, “Physically inactive middle-aged women (engaging in less than 1 hour of exercise per week) experienced a 52% increase in all-cause mortality, a doubling of cardiovascular-related mortality and a 29% increase in cancer- related mortality compared with physically active women.

These relative risks are similar to those for hypertension, hypercholesterolemia and obesity, and they approach those associated with moderate cigarette smoking.”

The results of this study were recently confirmed by the Academy of Medical Royal Colleges (UK), which stated that:

- A new report reveals the full extent exercise could have in preventing disease and treating many conditions. After two years analysing more than 200 separate pieces of research, the lead author, Scarlett McNally, a Consultant Orthopaedic surgeon, reveals the full impact that regular physical activity could have on the nation’s health. The report reveals how:
- The risk of breast cancer can be reduced by as much as 25% with regular exercise, while the risk bowel cancer can be reduced by as much as 45%;
- The risk of ever developing dementia can be reduced by as much as 30%;
- The risk of ever having a stroke can be reduced by 30%;
- The chances of developing heart disease can be cut by over 40%.

The effect of this small amount of regular exercise is better than many drugs. Furthermore, exercise helps in the treatment of many other common conditions. It’s clear that the provision of suitable community facilities that contribute to an increase in physical activity and social engagement for Hawke’s Bay residents could have a marked impact on health outcomes.

We need to start early to change our children's physical activity. They are our future 76% of the regular participants at PGA Arena are under the age of 19 years. The children are our future. The do not have a voice BUT we do.

Hawke's Bay has significant challenges that need to be addressed. Concern about health outcomes in the Hawke's Bay community was highlighted by the Health Equity in Hawke's Bay Report in 2014, which identified that Hawke's Bay, as a region, is doing worse than the national average across multiple health indicators.

According to the report, one in three adults in Hawke's Bay is obese and about 12% of children in Hawke's Bay aged 2-14 years are obese. Hawke's Bay men and women are less active in all age groups than their New Zealand average counterparts and are less active than they were in 2006. The overall life expectancy of the Hawke's. Let's make a change for the future of our kids.

Bay population is less than the rest of the country. The key findings from the report are:

- More deaths at younger ages: More Māori, more Pacific people and more people living in the most deprived parts of Hawke's Bay are dying at younger ages. The equity gap is closing but not fast enough. The top causes of preventable premature death are ischaemic heart disease, diabetes, lung cancer, road traffic injuries, suicides, breast and bowel cancers.

- Socioeconomic conditions: Social inequity in Hawke's Bay is widening. Income is a powerful determinant of health in many different ways. The health impacts on children are more immediate and rates of admission to hospital for 0-14 year olds for conditions known to be strongly linked to social conditions are increasing, particularly for Māori and Pasifica children. Thirty percent of young Māori in Hawke's Bay are not in education, training or employment, affecting both their future health outcomes and their future employment opportunities.

- Tobacco use: The leading cause of avoidable deaths amongst Māori women is now lung cancer. There are high levels of inequity in lung cancer deaths for Māori who are six times more likely to die from lung cancer due to higher rates of smoking amongst Māori, especially Māori women. High smoking rates amongst pregnant Māori women (46%) is a significant health issue.

- Obesity: One in three adults in Hawke's Bay is obese – with one in two Māori adults and two in three Pacific adults. Hawke's Bay men and women are less active at all age groups than their New Zealand average counterparts.

- Alcohol use: One in every four adults in Hawke's Bay is a "hazardous" drinker – this means they are likely to be harming their own health or causing harm to others through their behaviour. Māori rates are nearly twice that of non-Māori.

Pettigrew · Green ARENA
HAWKE'S BAY

• Access to primary care: High self-reported unmet need and higher rates of avoidable hospital admissions, especially amongst 45-64 year olds, shows that there continue to be issues with access to primary care. Of the 49 indicators examined Hawkes Bay is worse than the New Zealand average in 15 areas. Compared to New Zealand Hawke's Bay has;

- more people dying at younger ages
- more people with poor self-rated health
- more people who have had a diagnosis of one of the common mental disorders
- more regular smokers - both adults and year 10 students
- fewer people who are physically active
- more people drinking hazardously
- more teenage pregnancy
- more people who find it hard to get help from a GP when needed
- more people who see dentists only for emergency dental treatment
- more people living in the most deprived parts of the community
- more children, under 5 years, living in households receiving working age benefits
- more people, aged 15-24 years, not in education, training or employment
- more people who have been seriously assaulted requiring admission to hospital

While active recreation and sporting participation is not an instant panacea for the identified health issues, it can play a significant role in improving outcomes in some key areas – as identified in the studies cited above.

Hawke's Bay activity rates are lower than the national average

Work by Sport Hawke's Bay has also identified that there has been a decline in overall activity rates. In Hawke's Bay:

- In 2002 52% of people met the Ministry of Health guidelines of 30 minutes of exercise per day on 5 or more days, the same as the national average
- By 2006, this had risen to 54% meeting the guidelines, against a national average of 53.3%
- But by 2012, the Hawke's Bay rate had dropped to only 43%, a full ten percentage points behind the national average of 53%

Hawke's Bay has low activity levels for both males and females between the ages of 15-24 years. Only 38% (female) and 42% (male) meet the recommended guidelines, compared to 50% (female) and 63% (male) nationally. And in line with national results, Hawke's Bay has a particular issue with "teenage drop out". 15-18 year olds spend less time playing sport overall, with socio-economic background being a major factor. We can show vision and make a decision for the future of the kids in the bay

Sport and Recreation makes communities better places to live

According to the Sport NZ 2013/14 Active New Zealand survey, community is actively enabled through sport and recreation participation:

- *Just over half of participants (and particularly men) say they take part in their chosen sport and recreation activities for social reasons.*
- *Over 12 months, almost half of participants are members of one of more organisations for the purpose of taking part in sport and recreation. Membership of sports clubs is most common.*
- *Over 4 years, overall membership of clubs and centres has remained stable, however sports club membership has dropped slightly since 2007/08.*

The Napier Council commissioned a social impact report by The Giblin Group as part of the investigations into sports facilities in Hawke's Bay, which made some key observations about how sport and recreation improves communities.

Over the last 10 years, academics and governments have turned their attention to analysing the value of sport to communities, not just for its physical outcomes, but as an activity that can achieve wider social, health and economic outcomes.

There is a core argument that in addition to the direct benefits generated by the growth of the sport itself, sporting activities have the capacity to cover a wide range of external effects including: health benefits, crime reduction, educational attainment, social capacity and cohesion, and improvements in living standards.

Consequently, there has been a move away from encouraging people to undertake sport for sport's sake to participating in sport to improve social and economic well-being.

There is well documented evidence of the strong relationship between participation in sport and high levels of social capital (Putnam, 2000) (Coalter F., 2002)

(Delaney and Keaney, 2005). Putnam has identified two main mechanisms which allow for the creation of social capital through participation in sport:

- The bonds and connections made between people who participate in an activity together, for example, members of a sports team. NOTE the word is TEAM
- The wider bonds created between supporters of a local sports activity or team.

Both of these mechanisms relate to a sense of belonging and creating identity. It should be noted that the bonds created between supporters of a team are unlikely to be as strong as those of the members of that team who meet regularly to participate in an activity together.

Increased time spent in sports leads to increased interaction with others (Bovaird, T., Nichols, G. and Taylor, P, 1997). Increased interaction with others leads to an increased stake in social relations. An increased stake in social relations leads to reductions in anti-social behaviour and contributes to the building of social capital in a community.

Social capital is arguably a prerequisite to social cohesion because social cohesion requires high levels of cooperative social interaction amongst citizens, groups and institutions, based on trust and respect (Spoonly, Peace, Butcher, & O'Neill, 2005).

A commonly accepted definition of social cohesion is the bonds that bring people together within society or the social "glue" that maintains stability in society (Boundless, 2014).

Key elements of a socially cohesive society are: belonging, participation, inclusion, recognition and legitimacy. "New Zealand becomes an increasingly cohesive society with a climate of collaboration because all groups have a sense of belonging, participation, inclusion, recognition and legitimacy" (Spoonly, Peace, Butcher, & O'Neill).

Given social cohesion is interactive, the linkages with sport are closely aligned.

Sport New Zealand recognises the role that sport plays in contributing to social cohesion. In its Strategic Plan 2012-2015 states: "...the power of sport helps build social cohesion that binds individuals, families, communities, regions and the nation together" (Sport NZ, 2012a).

Sport can help build shared identities and has a critical role to play in building social cohesion. This can occur in a variety of ways:

- *Through social activity and membership of sports clubs.*
- *When sports groups create networks which extend beyond the participants themselves. For example, social cohesion can be developed among groups of parents or supporters of a local team or volunteers who help run an activity.*
- *When bonds of different groups of people are created - for example between supporters of a national, regional or local sports team.*

There is a significant role for local government to play in providing opportunities for residents to increase their physical activity levels. This can be in the form of urban design, transport planning, provision of safe places to exercise and socialise. Delaney and Keaney (2005) researched the relationship between sport and social capital in Britain, where the relationship between sport and the community has become central to policies of social inclusion and community regeneration. The

British government has identified community regeneration as one of a number of key strategies intended to take a community-based approach to tackling problems such as deprivation and inequality. Delaney and Keaney's research revealed some key findings:

- *Countries with high levels of sports participation also tend to have high levels of social capital and institutional trust*
- *Individuals that are involved in team sports organisations are more likely to vote, contact a politician, have improved well-being, frequently socialise with friends and maintain social networks*
- *Sport attracts more volunteers than any other activity (except for religion) and that sport volunteers undertake a wide range of tasks. These tasks not only benefit the sports sector but also provide valuable transferable skills than can contribute to community regeneration*
- *Countries with high levels of membership of sports groups also tend to have high levels of membership of social and cultural groups, suggesting that participation is cumulative. In other words, people who are already involved in one type of activity are more likely to get involved in other activities*
- *Membership of a sports club has the same impact on individual well-being as an increase in income of $NZ6,650 per year*
- *Sport can be used to create or maintain social connectivity across boundaries defined by class, religious and ethnic backgrounds.*

As the Giblin Group report makes clear, improving participation rates for people in Hawke's Bay will contribute to better outcomes for the community, in addition to individual improvements in health and well-being.

Sporting demand and current indoor court supply

The Sport NZ survey noted that for the large majority of participants, health and fitness (90.7%) and enjoyment (87.9%) were their main reasons for taking part in their chosen sports/activities. Other common reasons included social reasons (52.9%), low cost (44.5%), convenience (43.5%) and sport performance (31.1%).

Most adults (both participants and non-participants, 65.6%) were interested in either trying a new sport/activity or doing more of an existing one. Interest was highest among young and mid-aged adults (16 to 49-year-olds), and Asian peoples, compared with all adults. Among participants, interest was higher in trying a new sport or recreation activity (47.4%) than in doing more of an existing one (43.8%). Interest was wide-ranging and participants mentioned over 100 new/different activities and 70 existing ones that they'd like to do more of (and so the numbers mentioning each activity were small).

It is clear from the survey that there is a demand for sporting and active recreation – and by implication, for facilities that enable these activities to occur. In addition, there is a clear trend across New Zealand towards indoor rather than outdoor sports, and many codes that have traditionally been played outdoors – such as netball – are moving to an indoor setting. Indoor sports have had exceptional growth. It growth is so restricted by availability of space.

The sporting and recreational landscape is changing The Sport NZ report noted that a lack of time is by far the number one reason participants who are interested in doing more sport and active recreation give as a reason for not doing so. Cost comes a distant second. The most common way people pay to participate (pay-to-play) offers some flexibility in the level of commitment required, and for some an easier way to manage their budget.

There are a number of indications of rapidly increasing preference for indoor sports, and for playing new versions of outdoor sports indoors:

- *Participants say they're interested in trying a diverse range of new sports rather than doing more of the same. Traditional sports club membership is down slightly, while gym membership is up. Pay-to-play is now the most common way people pay to participate rather than a traditional subscription. Women, older adults and Asian peoples continue to participate less than other adults. And time continues to be the main barrier to people doing more.*
- *What people want is changing, and if we don't act to preserve our proud sporting heritage, it could be lost for future generations. This is a huge challenge for all of those in the sport sector.*

The effect of these changes is that there is greater pressure on a relatively limited number of indoor venues across the country, and Hawke's Bay is not immune to the trend. For instance, indoor netball is growing in popularity, with four teams in the 2015 season burgeoning to 8 teams in the 2016 season. The result is a doubling in the demand for indoor court space within a 12 month period, which is putting pressure on venues that are already in high demand at peak times.

Current indoor facilities are limited Sport NZ commissioned Aurecon to write a National Indoor Facilities Strategy for Indoor Sports in 2015. The report investigated the facilities nationwide, including in Hawke's Bay, and noted that there were 9 indoor community courts and 18 school courts available. The breakdown is as follows:

Region	Venue Name	Number of Courts	Capacity	Year built	Age
Hawke's Bay	Hastings Sports Centre	1	1000		
Hawke's Bay	Pettigrew Green Arena	3	2500	2003	13
Hawke's Bay	Rodney Green Centennial Hall	3	200	1959	57
Hawke's Bay	Wairoa Community Centre	2			
Hawke's Bay	Woodford House School Gym	1	500		
Facilities:		9			

Region	School	Area (m2)	Year Built	Age
2 court with full sized amenities				
Hawke's Bay	n/a	n/a	n/a	n/a
2 court with basic amenities				
Hawke's Bay	n/a	n/a	n/a	n/a
1 court with full sized amenities				
Hawke's Bay	Flaxmere College	1095	1995	20
Hawke's Bay	Hastings Boys' High School	980	1978	37
Hawke's Bay	Hastings Central School	982	1998	17
Hawke's Bay	Hastings Girls' High School	986	1969	46
Hawke's Bay	Havelock North High School	1272	1973	42
Hawke's Bay	Lindisfarne College	1385	1984	31
Hawke's Bay	Napier Boys' High School	1091	1985	30
Hawke's Bay	Napier Girls' High School	1069	1981	34
Hawke's Bay	Sacred Heart College (Napier)	978	1997	18
Hawke's Bay	St John's College (Hastings)	987	1992	23
Hawke's Bay	Taradale High School	1245	1970	45
Hawke's Bay	William Colenso College	1305	1970	45
1 court with basic amenities				
Hawke's Bay	Central Hawkes Bay College	908	1967	48
Hawke's Bay	Karamu High School	876	1967	48
Hawke's Bay	St Joseph's Maori Girls' College	842	1997	18
Hawke's Bay	Taikura Rudolf Steiner School	880	1994	21
Hawke's Bay	Tamatea High School	825	1975	40
1 court with no amenities				
Hawke's Bay	Iona College	615	1964	51

Sport NZ report stated that across New Zealand school facilities provide 63% (Hawke's Bay 67%) of the total network making the Ministry of Education the major provider of indoor sports courts in almost all regions.

The findings of this report highlighted some inherent challenges around the use of school gyms, including:
• *For the most part school halls are not available to the public (increasingly due to security issues). Limited access to school facilities is a major contributor to the shortage of court space in New Zealand.*
• *Many school gyms are small, old and often poorly maintained, and the decline in /the school age population is seeing a decline in the number of school gyms*
• *School gyms are likely to be a poor match to an aging population – in particular, they don't offer a range of other services*
• *The average age of school gyms (or halls used as gyms in some cases) is 34 years.*

There is an identified shortfall in court capacity Feedback received from some sporting codes during the consultation on the LTP 2015-2025 established that there is demand for additional indoor courts in Napier, particularly from basketball, futsal and volleyball, which are constrained in their activities due to insufficient indoor court space at peak use times, i.e. after school and weekday evenings. This is further evidenced by the high level of use of both the PGA and Rodney Green Centennial Hall after school and weekday evenings (4pm to 6pm) during school terms. In 2015 PGA utilisation reached 93%, while Rodney Green Centennial Hall utilisation was 88% in the same year. Feedback also suggested that their opportunities to host national tournaments are reduced by having insufficient courts in one place. Demand for more court space in Hawke's Bay is supported by the Hawkes Bay Regional Facilities Plan (HBRFP) which showed that gym sports, cricket, indoor court sports and softball were high priority areas for sport facility developments. In relation to indoor court sports, the 2014 HBRFP stated:

"National Indoor Sports Strategy identified a shortage of 2 indoor courts in Hawke's Bay. Volleyball's engagement with the Pacific Island community will likely drive increased demand on facilities. Basketball is experiencing growth and reporting a shortage of facilities."

This shortage has not risen to a need for five/six courts. The PGA in one week got an indicative from three sports, Futsal, Volleyball and Basketball to lease 60% of an extend PGA facility in Taradale. The demand is such that Basketball in turn away teams (30 this year) volleyball have lost the use of the Hastings Community Centre, and Futsal are holding back the growth of Futsal due to a insufficient space. We owe it to the future of our children to provide more court space.

Sporting Codes: Basketball/Futsal/Volleyball

The changes in sporting and recreational preferences are producing pressures on existing facilities. While many venues are adequate in individual terms, there is an overall lack of capacity and flexibility to account for changing community preferences in sporting codes and active recreation types. This is exacerbated by the
nationwide trend towards sports that are played indoors rather than outdoors. Many of the current Hawke's Bay facilities also lack the scale necessary to host regional and national tournaments, which is holding back participation as well as regional visitor numbers. In early 2015 Sport Hawke's Bay undertook a "State of the Nation" assessment of the sporting codes in the region, which showed the extent to which community
preferences are changing. In addition, the Napier Council has assessed the participation trends in key indoor sports in order to assess the level of demand for additional indoor facilities. There are a number of sports where there is evidence of rapid growth and which may be good candidates for additional facilities. Three major Hawkes Bay participation team sports, basketball, futsal and volleyball are included in this. They have no where to go. There are also some sports that have the potential for improved participation rates if additional facilities were available, but where the evidence of rapid growth is less strong. These include indoor netball, indoor cricket and badminton.

Basketball

Basketball is growing in popularity as a sport in New Zealand, and has particularly high uptake amongst Māori and Pasifika people. Team growth in Hawke's Bay is averaging 11% per annum and individual memberships are growing at about 15% per annum, in line with national rates

	2010	2011	2012	2013	2014	2015
Teams	309	539	709	790	873	975
Members	1,221	2,129	2,801	3,025	3,515	n/a

75% of basketball participation is children Under 19 – it is about the future of our children. The high growth rates mean that courts are heavily booked, particularly at peak times. There are also restrictions on the number of people who can participate due to limitations in the total number of courts and the configuration of the facilities. There is demand to play national competitions, which will increase participation rates and bring visitors into Hawke's Bay, but this cannot easily be accommodated due to limitations in current facilities. Both Basketball HB and Sport HB have requested that a multi-use facility be investigated as an option to enable the sport to grow.

"There's no doubt in our minds that there is a cultural shift happening in New Zealand when it comes to sport," Basketball New Zealand chief executive Iain Potter said.
If you look closely, you'll see basketball has a wonderful diversity of Kiwis across different ethnicities, genders and ages – it really represents who we are as a nation. The secondary school council reports shows' the traditional sports - rugby union, netball, cricket and golf - have all decreased in participation between 2011 and 2016. Potter said "This success is fantastic, but it also creates growing pains. We are crying out for more facilities throughout the country. We've got kids lining up to play and we need more courts for them. We also need more funders to realise that this is happening. Basketball is the modern-day sport of choice for many Kiwis and that needs to be recognised more widely."
Basketball Hawkes Bay turned away 30 teams this year. The growth reflects the global profile of the sport, the appeal for both genders and the equal-opportunity nature of the game.

The challenges going forward are about securing the funding and the facilities to accommodate the continued increase in the numbers wanting to play.

Pettigrew · Green ARENA
HAWKE'S BAY

Futsal

Futsal is an indoor sport that is growing significantly in popularity, particularly with school-age children. Nationally, the number of players has risen from around 5,000 in 2011 to more than 57,000 in 2014.

In Hawke's Bay, the Futsal In Schools Programme (Primary, Intermediate, Secondary School ages with a focus around playing time as well as increased technical and tactical ability of players) has seen rapid growth over the last few years. In addition, the NCEA Level 1 College Futsal Programme (playing, refereeing, coaching, administrating futsal) was introduced in 2015 and has accelerated rapidly:

	2014	2015	2016
Futsal In Schools	1,320	1,695	2,200
College Futsal	0	56	150

Overall, Futsal is seeing growth rates of around 34% per annum in Hawke's Bay, in line with the national average of approximately 33%. Futsal is a heavy user of both the Pettigrew Green Arena and Centennial Hall.

League usage is 54 teams on a Tuesday at PGA, 12 teams at Centennial Hall on Tuesday, and 48 teams on Friday at PGA, all in the peak times between 3.50pm and 9.30pm. There are currently restrictions on the number of people who can participate due to limitations in the number of courts, e.g. senior men's league. Courts are heavily booked, particularly at peak times, and there is some demand for regional and national tournaments. Currently PGA doesn't have a full court taped up, and both regional and national tournaments require this size (40M x 20M) for Senior Secondary School Age (16-19years), and National League for Women's and Men's Futsal have also indicated they are likely to committed to use five/six more courts at PGA Arena. 65% of the participation in Futsal is for children are under the age of 19. It is about the future of our children.

Futsal was not played in Hawkes Bay when PGA Arena was build

Pettigrew·Green ARENA
HAWKE'S BAY

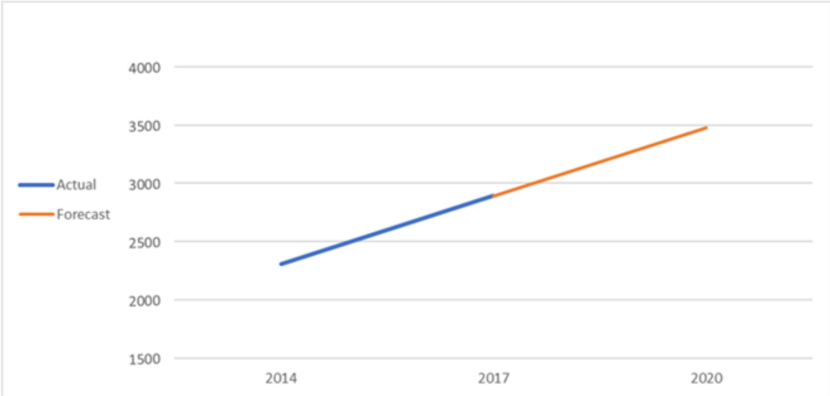
Volleyball

In the last three years Volleyball has begun to see the dramatic growth in the sport like Futsal and Basketball, Volleyball is showing gradually declining participation rates due to a lack of facilities. Statistics from early 2015 show the trend in Hawke's Bay:

Volleyball has had significant growth in the last three years in Hawkes Bay in participation. B oth indoor and beach volleyball are now Olympic Sports This is around a 5% annual decline. However, the gradually falling participation rate reflects a high degree of unmet demand due to a lack of suitable facilities. According to Volleyball Hawke's Bay, the current usage profile is as follows:

- *Pettigrew Gree/n Arena (PGA): 7 regular competition volleyball courts or 5 tournament volleyball courts*
- *Rodney Green Centennial Events Centre (RGCEC): 9 badminton courts (Primary/ Intermediate KiwiVolley) or 4 volleyball courts*
- *Hastings Sports Centre (HSC): 6 badminton courts or 2 volleyball courts*
- *Taradale High School (THS): 2 regular competition volleyball courts (girls and Junior division 2 boys only) or 1 tournament volleyball court (girls only)*
- *Woodford House (WH): 3 regular competition volleyball courts or 2 tournament volleyball courts*
- *Napier Boys High School (NBHS): 2 volleyball courts (1 girls only)*
- *Flaxmere College (FC): 4 badminton courts or 1 volleyball court (girls/women and division 2 boys only)*

Volleyball has grown 25% in participation and this growth is expected to continue Depending on whether tournaments or regular competition matches are being held, there is a deficit of 6-26 games per week. In some cases, teams will only get a single 20 minute game per week due to the lack of suitable facilities. According to Volleyball Hawke's Bay, there are a number of factors affecting how the various facilities can be used: Volleyball in NZ is considered a summer sport. Sport in Term 1 cannot be started until week 3 as this is the start of the school year and schools need more time to organise teams, uniforms, fees, etc. compared with other terms. Term 4 is short, especially for secondary schools. Seniors are prevented from playing in Term 4 due to NCEA exams. Secondary School Sanctioning imposed by the New Zealand Secondary Schools Sports Council and Sport Hawke's Bay, and supported by schools, dictates that we cannot have volleyball competitions prior to week 3 in Term 1, prior to week 2 in Term 4, during Tournament Week (scheduled for week 7 in Term 4 2016 and week 8 in Term 1 2017) or after Tournament Week.



There are also factors affecting utilisation in school halls: There are several school gyms in Hawke's Bay that are suitable for primary, intermediate and girls secondary school volleyball, such as Taradale High School, Napier Boys High School, Flaxmere College and Woodford House, based on size, ceiling height, equipment, location and availability. However, boys secondary school volleyball is significantly impacted by low ceiling heights and therefore only the main Napier Boys gym and Woodford House are suitable for them. Hastings Sports Centre is suitable for primary and intermediate KiwiVolley however sub-par lighting and nets lower the quality of secondary school volleyball hosted there. On Monday's they have lost use of any capacity in the Sport Centre.

Rodney Green Centennial Events Centre is suitable for all levels of volleyball; however, on Wednesdays in Terms 1 and 4, we are at capacity with Napier KiwiVolley teams here is no more court space for secondary.

The more venues that we need to use for a particular competition or tournament not only makes it difficult for local schools to manage and transport multiple teams at once, but those that travel from Gisborne, Waipukurau or the rural primary schools experience real difficulty with this while it also increases transport costs and requires more staff or volunteers to manage the teams. With availability and suitability of existing venues we are unable to host bigger events such as Inter-Provincial Age Group Championships, North Island Championships
or National Club Championships. The National Secondary School Volleyball Championships in April 2016 had 172 teams. This tournament is always held in Palmerston North using Arena Manawatu (19 courts) and Massey University (3 courts) because of the large number of courts required. Participation numbers are continually increasing in primary, intermediate, and secondary school volleyball, as well as adult social volleyball. Women's Competitive League is steady while Men's Competitive League is the only participation decrease from 2015. Particularly with secondary school volleyball, the participation increases are remarkable but we have had to consider whether we should provide fewer games or put a cap on team entries because we just can't fi
everyone in.

As is clear from both the Volleyball Hawke's Bay narrative and the statistics, the growth in volleyball participation is being significantly impacted by the lack of regional facilities. The sport has been flexible in its approach by utilising school halls as much as possible, but the physical constraints are now impeding the growth of the sport. The sport has agreed to the principle of taking a five year lease for the same booking as is currently with PGA Arena.

Investment objective & Scope

Investment objectives

The investment objectives of this proposal are:

1. To increase the opportunities for participation in active recreational events and activities in Hawke's Bay
2. To provide an adequate supply of flexible indoor spaces for sports that are growing in popularity with the Hawke's Bay public, whilst allowing for the mix of codes to change over time
3. To provide additional capacity for sporting and active recreational opportunities in education, for primary, secondary and tertiary students, and as a pathway to employment
4. To increase the number of visitor nights to the region by ensuring that Hawke's Bay can host national and regional-scale events, recreational activities and sporting tournaments

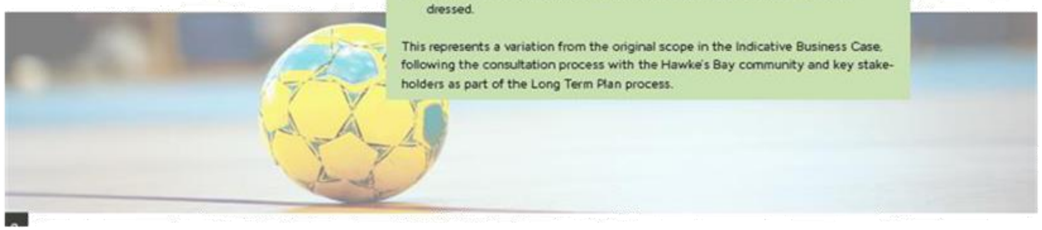
These investment objectives were used to assess how effective each of the possible options – ranging from doing nothing through to an aspirational facility – would be at meeting the needs of the Hawke's Bay community.

Investment scope

Based on the objectives for the proposed investment, the following scope has been defined:

1. Construction of a versatile regional multi-use recreational and sporting facility that is able to meet the current and future needs of people in Hawke's Bay
2. The facility must be able to accommodate the current high-demand sports of basketball, volleyball, futsal, netball and badminton in as flexible manner as possible
3. The facility must be large enough to accommodate regional and national tournaments in order to bring additional visitors into Hawke's Bay
4. The venue must also be flexible enough to accommodate events such as trade and home shows without heavily detrimental effects on regular scheduled sporting participation
5. The facility must be close enough to transport links and population centres to allow for easy access by as many people as possible in Hawke's Bay, and should leverage existing infrastructure as much as possible
6. The needs of non-sporting stakeholders such as educational users are addressed.

This represents a variation from the original scope in the Indicative Business Case, following the consultation process with the Hawke's Bay community and key stakeholders as part of the Long Term Plan process.



Facility requirements:

Starting with the investment scope, a series of requirements for the proposed facility have been developed.

Work by Sport Hawke's Bay has shown that people in the region want to try new activities. The 2013-2014 Sport and Active Regional Profile shows that some 66% of adults are interested in either trying a new sport/activity or doing more of an existing one – so the demand for greater participation clearly exists in Hawkes Bay

It's also clear from the analysis that there is demand for a large-scale, flexible venue that can meet the growing need for indoor sports and events in Hawke's Bay. Meeting this demand will have positive outcomes for the region – in health and well-being, social cohesion and economic development.

Accordingly, there needs to be a regional indoor Hawke's Bay recreational and sporting facility that can flexibly host large-scale regional and national events and tournaments, and which can cater to the current and likely future demand for indoor sport and active recreation, as well as contributing to the events capacity of the region. The facility must be able to:

- *Cater to the growing sporting codes where there is already a demand for more space*
- *Assist codes that are currently not growing because of limited facilities to increase their participation rates*
- *Have sufficient flexibility to accommodate changes in sporting codes and user group participation in the decades ahead*
- *Be sufficiently versatile that it can host trade shows and other events, whilst minimising the conflict between event staging and sporting participation*

The intention is that it should provide the greatest possible opportunity to increase sporting and recreational participation for the widest range of people in Hawke's Bay. In addition, it is preferable that the facility meets the needs of the widest possible range of stakeholders – the voluntary and commercial organisations that wish to run large-scale events, and the community groups and individuals who are seeking casual meeting spaces and reasons to simply participate in the activity around them.

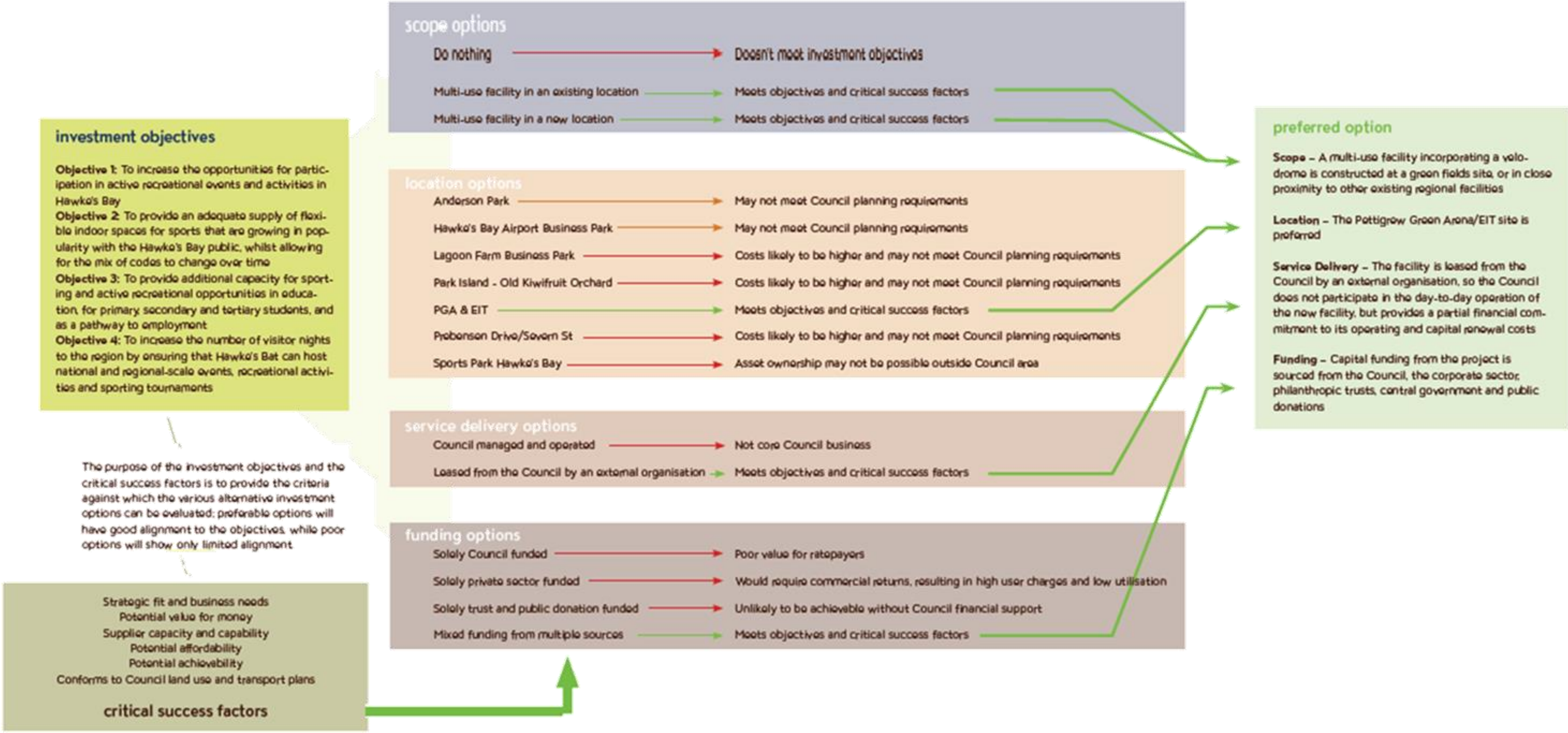
In order for the venue to be attractive to this wide range of users, it must be attractive in its own right, easily accessible from a transport perspective, and preferably linked to other facilities that can provide additional reasons for visiting.

Identifying the preferred option

The NCC considered a number of option dimensions that were developed over a number of workshop session with stakeholders. As a result of these deliberations, four option dimensions were identified. These were:

- *The scope of the solutions, ranging from "do nothing" to an aspirational regional multi-use facility*
- *The location options, ranging from a green-fields location through to utilising existing Council land and buildings*
- *The service delivery options, ranging from the Council owning and operating the entire facility through to a complete outsourcing to the private sector*
- *The funding options, from being fully funded by the Council through to full funding from the private sector.*

The different option dimensions interact with one another to produce the short-listed and preferred option; in other words, the preferred option is constructed from the preferred option in each of the dimensions. The only major change after public feedback from the NCC multiuse proposal is that the Cycling track is removed. All other points stay the same, and the facility described fulfils all the requirement, in fact by scaling the size of indoor facilities up, it delivers a greater community benefit and with the additional court space a higher economic benefit through events.



Identifying the preferred location

Seven potential sites were assessed for suitability:

- Anderson Park
- Hawke's Bay Airport Business Park
- Lagoon Farm Business Park
- Park Island – Old Kiwifruit orchard
- Pettigrew.Green Arena (known as PGA & EIT)
- Prebensen Drive at the intersection of Severn Street, West and East options
- Sports Park Hawke's Bay

	Significantly exceeds the requirements
	Somewhat exceeds the requirements
	Meets the requirements
	Fails to meet the requirements
	Significantly fails to meet the requirements

The outcome of the location assessment is that the PGA and EIT site is the best match for the requirements of the proposed multi-use indoor sports facility.

Parameter	Anderson Park	Airport Business Park	Lagoon Farm Business Park	Park Island – Old Kiwifruit orchard	PGA & EIT	Prebensen Drive/Severn Street	Sports Park Hawke's Bay
Current ownership	Napier City Council	Hawke's Bay Airport Limited	Napier City Council	Napier City Council	Napier City Council and Eastern Institute of Technology (EIT)	Crown	Hastings District Council
Land tenure	NCC Reserve	Freehold/Leashold	Fee simple	Freehold	PGA (Local Purpose Reserve) and EIT (Freehold)	Crown	Freehold but HDC
District Plan zoning	Reserve within Main Residential zone	Airport	Business Park	Sports Park	Southern site: Local Reserve and Reserve Northern Site: Main residential	North east: Large Format Retail North west: Main industrial	Main site: Sports Park Hawke's Bay Eastern site: Deferred Hawke's Bay Regional Sports Park
Existing dominant use on site	Passive recreation reserve	Business park	Farming	At present very little but ear-marked for sports fields	Passive recreation reserve and EIT (formerly camping ground) largely used for parking	Open areas at present	Sports Park on the main site, farming on the deferred site
Existing use on neighbouring sites	Main residential, all round, collector roads on southern and western boundaries, community facilities (emergency services, Salvation Army and Health Care facilities) to the south east	Within Airport Business Park, Conservation to the west and south, main road and residential to the east	Adjacent to open drains and main roads. Residential to the south	Residential	River to the south, existing PGA and EIT to the west, main residential to the north	Main road and large format retail to the south, industrial to the north	Main road on northern boundary, farming and rural activity all round
Consenting matters	Not the anticipated use and a large building is expected to be an issue	Not the anticipated use	Not the anticipated use	Sport Park zone is a good fit	Already the site for a Regional Indoor Sports facility.	Not the anticipated use	Hawke's Bay Regional Sports Park is a good fit
Available space for main arena and future expansion	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Visibility	Probably a controversial building on an iconic reserve Good visibility from Kennedy Road (arterial road)	Noticeable building Good visibility from expressway	Landmark Good visibility from the expressway	Noticeable building Limited visibility from Prebensen Drive (arterial road)	Noticeable building Good visibility from Gloucester Street (arterial road)	Noticeable building Good visibility from Prebensen Drive	Landmark Good visibility from expressway
Accessibility	Poor access from Auckland Road, Kennedy Road	Access via airport entrance. Not good at present but expected to be much improved from Watchman Road	Good access from Prebensen Drive to the south. New culvert required across overflow	Good access from collector road to the west (Orotu Drive) with roundabouts onto Prebensen Dr	Access from Gloucester Street is challenging during peak traffic periods	Good access from new roundabout on Severn Street offering access onto Prebensen Drive via existing roundabout	Good access from Evenden Road onto expressway
Travel time and distance from EIT for synergies with EIT/ Sport Science	7 minutes 3.6 km	13 minutes 11.4 km	10 minutes 7.9 km	10 minutes 5.2 km	Directly opposite	11 minutes 8.9 km	9 minutes 9.6 km
Transport linkages	Arterial road to the south (Kennedy) and Principal Road to the west (York)	Expressway	Arterial road to the south (Prebensen Drive), expressway to the east.	Access from collector road to the west (Orotu Drive), principal road to the south (Westminster), arterial road to the north (Prebensen) Near bus route 13	Gloucester Street is an arterial route. Access from expressway via Links Road or Meeanee Road. On bus route 12 (Napier / Hastings link)	Arterial road to the south (Prebensen)	Expressway
Space to provide for parking	Adequate	Some	Substantial	Substantial	Adequate	Some	Adequate
Integration with existing facilities	No direct integration	No direct integration	No direct integration	Some integration with proposed northern sports hub	Good integration with existing PGA's indoor sports facilities	No direct integration	Integration with outdoor sports' facilities
Geotechnical conditions	Unknown but likely to be workable	Workable – ABB building was constructed fairly recently	Deep piles and ground improvements required. Poorer than the Old Kiwifruit Orchard	Deep piles and ground improvements required	Shallow piles (6m) required on southern portion of site, deeper piles (14m) required on liquefiable area on the northern part of the site	Challenging	Workable, Regional Sports Park site where substantial structures have already been constructed
Population within 2km	21,800	1,600	6,600	10,500	10,500	14,500	7,200
Population within 5km	51,200	29,200	50,600	55,000	29,300	47,600	41,000
Population within 10km	61,400	59,800	60,000	60,900	83,500	60,700	81,100
Population within 20km	126,200	106,000	121,400	125,100	126,700	121,300	125,500

proposed facility design

Facility specifications

Based on the analysis and consultation with the appropriate sporting codes, the configuration of the preferred option is a multi-use facility connected to the existing Pettigrew Green Arena. The facility will have:
Court space with a wooden floor that can accommodate five to seven full futsal and basketball courts to an international standard

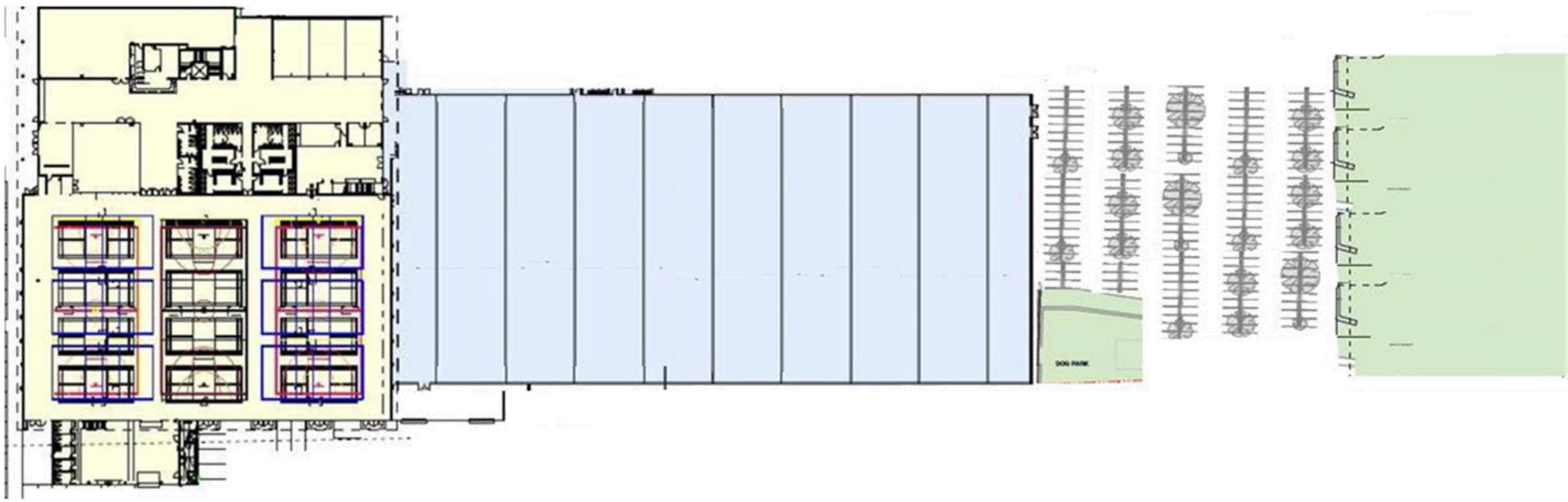
There are no plans to build spectator seating around the courts.

Use of the facility by as many sporting codes as possible will take priority, so the courts will be configured for:
Basketball
Futsal
Volleyball
Netball
Badminton

The venue will not cater for permanent spectator seating. The building will not include any commercial space, with its location at the back of PGA we do not see and opportunity. We do however want to explore accommodation options above the old squash court area within the current PGA building.

PGA Arena have had a positive indication from Volleyball, Futsal and Basketball management that they would commit for five years to use of 5 to 6 additional courts on similar terms to what they current use with PGA. This equates to 60% of the extended space for normal regular users.

The requirement for a multi-use facility that incorporates a velodrome results in only a three court extension, the immediate demand of regular users are PGA Arena was for four courts back in 2015 when the Sport HB driven regional facility plan was developed. This has grown to 5 to 6 courts in two years. The inclusion of the cycling track – raised to facilitate indoor sport added significant cost to the project. Excluding the track allows for the project to meet current needs, with the space being available for expansion as demand grows, through adding additional sections to the building



construction and tourism benefits

There are a range of tangible and intangible benefits that will accrue to the Hawke's Bay community as a result of the proposed investment.

Tangible benefits

- **Visitor nights** – The ability to host large-scale competitive and spectator events will increase visitor numbers to Hawke's Bay, which will benefit tourism and hospitality providers and retailers. There will also be flow-on effects in terms of Napier's image.
- **Construction** – Industry research shows that every $1 invested in construction generates a total of $3 in local economic activity.

Intangible benefits

- **Increased amenity** – The proposed co-location of the facility on the PGA & EIT site will provide an additional reason for residents and visitors to use the PGA, and to make use of the existing sports and leisure investments that the NCC has already made, thus increasing the return on investment from those assets.
- **Increased community pride** – A place that enjoys a high level of amenity and quality community facilities creates pride within local communities. Community pride and quality of lifestyle are key parts of engaged, vibrant, healthy and safe communities. They also have indirect flow-on effects to economic aspects such as house values and city image.
- **Improved individual health outcomes** – The proposed facility will offer an additional active recreational opportunity for residents and visitors to Napier, and increased participation in recreation activities is likely to have positive impacts on individual health outcomes and overall community health in the region.

The proposed facility will provide direct social benefits to the Hawke's Bay region. Improved social capital should in turn have a positive impact on social well-being in areas such as health, safety and security, the economy and education. It will also contribute to social cohesion and establish a sense of place and identity for the surrounding community.

Increased visitor nights

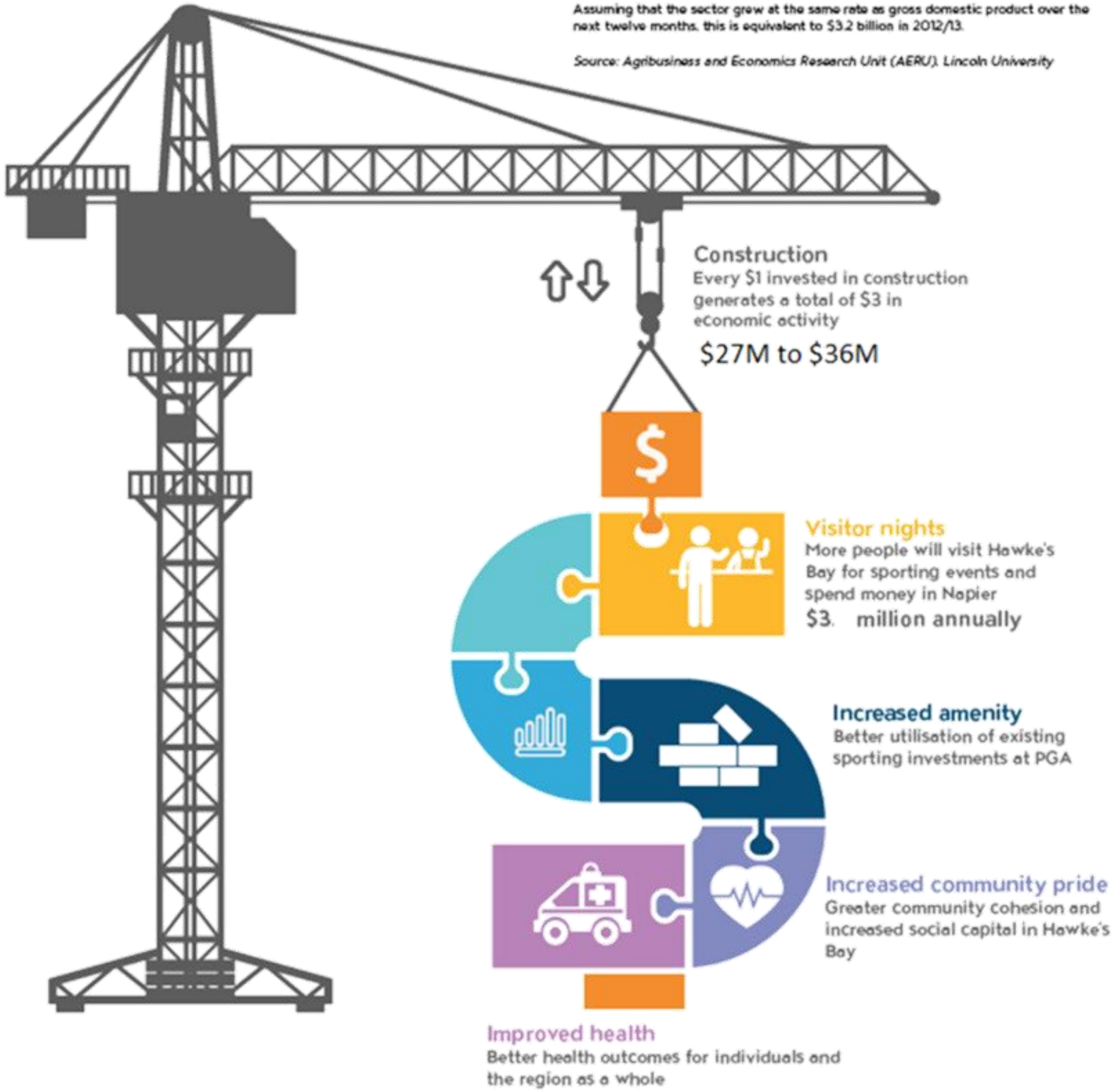
The estimates for an increase in visitor nights due to the new facility are based on the following assumptions:

- The information shown is annualised based on a five-year event projection
- Participants include both players/athletes and supporting personnel
- Spectators are based on a 1:1 ratio with players/athletes as determined in the economic impact assessment completed on the 2015 National Masters Hockey Tournament
- A 'sports' visitor night in Napier is worth approximately $160 to the local economy based on an analysis conducted by economic consultancy firm Infometrics.

	Player Visitors	Parent Visitors	Visitor Nights
Basketball	550	457	2833
Futsal	550	457	2833
Volleyball	700	581	3605
Other Activity	100	83	515
Visitor night value			9785
Annual economic benefit			$ 3,068,576

Using data from the 2013 Census and the 2011/12 National Accounts (Industry Benchmarks), it is estimated that the sport and recreation sector (narrowly defined) contributed $3.09 million, or 1.5 per cent, to New Zealand's gross domestic product in 2011/12.
Assuming that the sector grew at the same rate as gross domestic product over the next twelve months, this is equivalent to $3.2 billion in 2012/13.

Source: Agribusiness and Economics Research Unit (AERU), Lincoln University



The base economic value vistor proposition was extracted from the NCC previous projections. We have reviewed the sports users estimates. The value of a five to six court structure will gove sports significantly more scale than a three court extension, and has the potential to double the $3M benefit to $6M. Our estimates are very conservative

Capital Funding

The funding sources for the construction costs of the project are:
• The Napier City Council
• Regional stakeholders
• External contributors

Discussions have been held over the last two weeks with a range of potential funders, and we have had discussions with the Giblin Group, who have agreed to put a written proposal to the PGA Arena Board and will develop Revenue Generation Strategy. The purpose of that document is to assess the likely funding available for the facility from a range of sources, including corporate naming rights and sponsorship, central government contributions, charitable trust donations and others.

The estimated contributions from each of the funders is detailed below. Potential sponsorship opportunities include the second stadium naming rights, the court naming rights including the three current courts, the developing sports hall of fame, and larger 1000 person fundraising dinner.

One of the outcomes from the Consultation process of the LTP 2015-25, was the Council had set $7.7 million aside for a multiuse stadium development, subject to the Detailed Business Case establishing that the project was viable. The business case establish clear supports an investment in the stadium even after the removal of one of the key four sports. The increase in sizing from three to five/six court venue easily replaces the annual economic benefit that the more expensive option that included cycling.

Revenue Generation Strategy
There are a number of options are available to the for funding the capital costs of construction. These include:
• Central government funding e.g. Lotteries funding
• Trust funding (Community/Philanthropic, Private and Gaming)
• Corporate Sponsorship
• PGA Arena accumulated funds
• Community fundraising

Funder	Amount ($M)	%
NCC	6.5	69%
Gaming Trusts	0.3	3%
PGA activity/ Fundraising	1.4	15%
Lotteries	0.6	6%
Other Trusts	0.6	6%
Total	9.4	100%

PGA Arena is a very lean organisation and lack the resources and competency in this space – this requires a degree of specialist expertise to develop the case and collateral for applying to the various corporate and not-for-profit entities if there is to be a reasonable chance of obtaining funding. It's this requirement for specialised expertise that requires the development of a Revenue Generation

Strategy.
In order to plan the funding of the additional $4 to $6M million required for the project, The Gilbin Group or similar business will be 0contracted to produce a Revenue Generation Strategy (RGS). This built on the initial work done for NCC Velodrome project, updated to reflect the changed focus of the project from a multiuse stadium including a velodrome to a regional multi-use indoor sports facility. In addition, the RGS will reflect the most up to date understanding of the central government and philanthropic trust funding opportunities.

.

The RGS will set out a comprehensive and strategic plan for maximising funds from a range of diverse sources, not only for the development of the building but the long-term operation of the facility. We have prepared the following table based on two weeks of discussions, indications and feedback from various source.

The construction will be modular which will allow additional court space as funds become available from other councils within area. Additional discussion need to be undertaken on the car parking and additional toilet facilities with NCC/ EIT and HB Regional Council. NCC and HDC will also be request to increase the operational contribution to PGA from $55K to $105K each.

Pettigrew · Green ARENA
HAWKE'S BAY

Financial Viability

Why PGA – the current board of PGA Arena was appointed after a comprehensive review of the operations and governance. The previous board was made up of two councillors from Hastings and two from Napier, the CEO from EIT and Sports HB, and a number of community representatives. The operation was having to be significantly supported both in management time and financially by Napier and Hastings councils. The operations grants were running at $350K per annum, and the Napier City Council had lent the trust over $130K to pay wages. The new board consisting of a group of business people commence in mid august 2013. The business was restructure are the outcomes can be summaries as follows:

- Utilisation of the facility by regular users increased by 60%
- The effective hourly charge for regular users reduced by 22%
- The investment in the capital program increased over 100%.
- External funding from poker machine funding and external trusts increase by nearly 200%
- The trust has a surplus before depreciation of $350K and has accumulated cash reserves in excess of $800K set aside for the expansion.

The PGA Arena model is working and the changes implemented by council for the long term efficient operation of the facility has had real success including increased community use.

It should be noted as part of the viability of the project PGA Arena are requesting an increase in the operation grant from the NCC by $50K per annum and an increase in the amount NCC allocate to the long-term asset renewal account that sits in the NCC balance sheet by $35K per annum.

Revenue projections

There are primary revenue sources for the multi-use facility will be from Court usage fees. The financial estimate we have completed has no non-sport Event revenue. In discussions with the owners of the Home Show we hold in July, they do not require additional space. They do however need additional car parking, as the research shows that unless a visitor can park close to the venue they will not attend. The opportunity of the scale of the additional space may provide opportunities from a non-sports events, but we have not included any revenue in the projections.

	Year 1	Year 2	Year 3	Year 4	Year 5 +
Weekly regular Sports User	65,000	78,000	79,560	81,151	82,774
Sports Event High	25,000	30,000	30,600	31,212	31,836
Total Revenue	90,000	108,000	110,160	112,363	114,610

Operating costs projections

Using the Pettigrew Green Arena costs as a baseline, the table at right shows the projected operating expenditure for the proposed facility.

`	Year 1	Year 2	Year 3	Year 4	Year 5 +
Staff/ACC/Kiwisaver	70,000	84,000	85,680	87,394	89,141
Audit Fees	4,000	4,800	4,896	4,994	5,094
Cleaning & Waste	7,800	9,360	9,547	9,738	9,933
Insurance	35,000	42,000	42,840	43,697	44,571
Energy	20,000	24,000	24,480	24,970	25,469
Repairs	30,000	35,000	40,000	45,000	50,000
Cleaning	7,800	9,360	9,547	9,738	9,933
General Expenses	10,000	8,000	8,160	8,323	8,490
Security	5,000	5,100	5,202	5,306	5,412
	189,600	221,620	230,352	239,159	248,043

Rates Subsidy

A comparison of the revenue projection table and the operating cost table shows that the facility is likely to require a rates subsidy for its day-to-day operations. This is dependent on what additional funding for overheads can be generated from external grants. The careful management of costs within the facility by PGA should mean the additional funds needed for operational funding from NCC is $50K a year. A similar request would be made to HDC.

Asset Renewal

Depreciation

The operating costs for the facility include ongoing repairs and maintenance, but exclude funding of the depreciation on the building. This is consistent with the policy laid down in the Napier Council's Long Term Plan (LTP):

Council has adopted the following depreciation funding policy. Except for the two categories of assets identified below, depreciation will be funded fully from operating revenues. The exceptions are:
1. Community assets considered to be of a non-critical/essential nature. Assets identified in this category include Rodney Green Centennial Events Centre, McLean Park, Napier Municipal Theatre, War Memorial Conference Centre and other halls, Tourism assets (Napier i-SITE Visitor Centre, Par 2 MiniGolf, National Aquarium of NZ) and MTG Hawke's Bay. Council will manage these assets as part of the Building Asset Management Plans and to financially provide for the assets so they may be maintained on an ongoing basis at a level that meets the community's requirements. Any decision to replace the assets will be made at the time in consultation with the community. A mixture of loans, reserves and community funding could fund the cost of replacement.

2. Road assets which are funded partly from Transfund subsidy, to the extent of the subsidy received. This policy is broadly consistent with that employed by other Territorial Local Authorities in New Zealand.

Hawke's Bay has an acknowledged challenge with health and sporting participation rates compared to the rest of the country. In addition, there is unmet demand for indoor sports and recreation, with sporting codes reporting that they are unable to respond to the desire for more teams and games due to a lack of appropriate facilities. Basketball, volleyball, futsal are all indicating that their codes could grow and expand if additional facilities were available – to the benefit of the Hawke's Bay community and the regional economy. All sports have indicated at executive level that they would comment to a five use agreement of the facility. A multi-use facility has been proposed that addresses these issues. It is an innovative building that allows multiple sporting codes to expand, with the addition of additional bays as this is demand whilst being flexible enough to accommodate the changing preferences of the Hawke's Bay community in the future.

The proposed location adjacent to Pettigrew Green Arena provides the best trade-offs for transport accessibility, site utilisation, construction difficulty, synergy with existing sport and recreational facilities, and affordability.

Having sporting and recreational facilities that can accommodate local and national tournaments as well as cultural events will increase visitor numbers, with positive effects throughout the region. These ongoing benefits are in addition to the $33 million in immediate economic spin-off that will come from the construction project itself and the first year of use.

Projections show that the multi-use facility will need no more support than the rate support provided to sports playing on parks, where only a portion of the real cost is recovered from sports users.

What's next

The costs are significantly outweighed by the benefits, and the investment is in line with the Council's obligations to the community in the Local Government Act.

A decision is now needed on whether to proceed with further consideration of using the nearly $8M set in the Long Term Plan for a multiuse facility, for a multiuse facility.
Having either council or PGA Arena complete initial design work, building on the work council have already spent on a similar project

The next step

in the process is to undertake the detailed design, whilst commencing the fundraising activity outlined in the Revenue Generation Strategy.

We could deliver this to users within the 2018/19 year if we make the commitment now.

What a way to deliver to the future of our Children

Two months ago, it was both prudent and affordable for ratepayers, the only thing that has changed is that one sport will no longer participate in the program, and that sport is principally an outdoor sport.

This multi-use project increases court space between 70% to 100% on the previous proposal.

Council have spent a lot of time, energy and funds on the development of a Multi-use strategy – proceed with the investment.

Pettigrew Green Arena

Located half way between Napier and Hastings, the $19.6 Million Pettigrew Green Arena is a multi-purpose indoor sports and events centre that opened in 200 and was expanded in 2018/19.

The 7000m^2 two complex stadium. With the Arena stadium seatinng 2500 people for a sports event, 4500 for music concerts and 1000 for banquet style conferences and functions, with drop down curtain. The second stadium housing six full size futsal courts and 18 international size volleyball courts.

It also contains:

- 80 seat theatre
- Three large function rooms
- Office rental space, with headquarters to many regional sports
- Two fully operational Gyms
- Education facilities from EIT
- Subway

Providing the Hawkes Bay with a vibrant and successful indoor sports stadium.

challenges

1. Health outcomes in Hawke's Bay are worse than the New Zealand median
2. Sporting participation improves physical and mental health and increases well-being
3. Having the right facilities is a key enabler to lifting participation
4. Current indoor facilities are already at or near peak utilisation

Pettigrew · Green ARENA
HAWKE'S BAY

Pettigrew Green Arena
Extensional Proposal
Background Paper
May 2019

Pettigrew • Green ARENA
HAWKE'S BAY

Team Sports can help build shared identities and has a critical role to play in building social cohesion.

This can occur in a variety of ways:

- Through social activity and membership of sports clubs.
- When team sports groups create networks, which extend beyond the participants themselves. For example, social cohesion can be developed among groups of parents or supporters of a local team or volunteers who help run an activity.
- When bonds of different groups of people are created - for example between supporters of a national, regional or local sports team

It is the fabric of our traditional society – team sport cross social barriers and brought coloration, a sense of combined purpose. We develop and achieved together.

EXECUTIVE SUMMARY

- **Best location in Hawkes Bay**
- **Trebling of the regular users' space**
- **HB youth participating in an EIT aligned facility – marketing at its best**
- **Maximise event and tournament opportunity of over 8000 people**
- **Efficiency of operation with one location for regular user and PGA administration.**

This can only be achieved with the scale benefiting all with the use of EIT land

The establishment of the new facility at the PGA provides an opportunity for sport and physical activity to increase the levels of social capital within Hawke's Bay. Research shows that improved levels of social capital will in turn have a positive impact on social and economic wellbeing.

Background

The project proposal is to construct a new building at the rear of the existing Pettigrew Green Arena (PGA) in Taradale over the car park and a section of EIT land next door. This is to allow more sports teams access to the facility. The building would become part of the Pettigrew Green Arena.

The new building will be constructed on the current carpark area at the back of the PGA and over what is known as the EIT accommodation car park. It would include a wooden floor that can accommodate six full size futsal courts.

The current stadium is managed by staff who are employed by the Regional Indoor Sports and Events Centre Trust (RISEC). The Trust is in the business of renting space to sports organisations and for events but does not become involved in running those events.

The new facility will be available for use by a large number of sporting codes, so the floor space will be able to be configured for the following sports:

- Basketball
- Futsal
- Volleyball
- Netball
- Badminton
- Indoor bowls.

The future is in our children

The Arena could host other sports including:

- Floorball
- Handball
- Korfball
- Turbo Touch
- Ultimate
- Indoor Cricket

Sports clubs are saying there is no surplus court space in Hawke's Bay for training and competition on a regular basis and this is impacting on the ability to grow their game. In fact indoor cricket and netball are now closed in Napier.

This new facility will vastly improve the opportunity of hosting national and regional indoor sports tournaments when combined with the floor space that is currently available at the Pettigrew Green Arena. In addition, the facility will be able to accommodate a wide range of other activities including trade shows and exhibitions.

The new facility is estimated to cost in the region of $10 million (definitive budget still to be completed), with one third of the funding to be sought from corporate sponsorship, philanthropic trusts, government funding and public donations.

Construction of the proposed facility is to take approximately one year, and the project will have the ability to be scaled back if the funding targets are not achieved.

Project Aims and Objectives

- To increase the opportunities for participation in active recreational events and activities in Hawke's Bay.
- To provide an adequate supply of flexible indoor space for sports that are growing in popularity with the Hawke's Bay public, whilst allowing for the mix of codes to change over time.
- To contribute to the social wellbeing and health of Hawke's Bay residents through provision of sport and recreation facilities.
- To provide additional capacity for sporting and active recreational opportunities in education, for primary, secondary and tertiary students and as a potential pathway to employment.
- To increase visitation to Hawke's Bay by ensuring national and regional-scale events, recreational and sporting tournaments can be hosted here.

The future is in our children

Key Issues

Indoor sports participation is growing in Hawke's Bay. For some sports, there are challenges with demand to participate exceeding the supply of suitable facilities, particularly at peak times. Currently, the lack of suitable court space is restricting the numbers of sports teams and this is restricting growth in some sports. For Hawke's Bay, which currently has under national average health outcomes that could be improved with physical activity, it is a negative combination. Restricted spaces to play sports feeds into creating barriers to sport and contributes to poor health outcomes.

Futsal, volleyball, and basketball are three such sports. In 2017, basketball could not accept all the teams that wanted to participate because there was a shortage of court space in the region. Volleyball and Futsal are both unable to meet rapidly increasing demand to play, due to insufficient space.

PGA has had a positive indication from the management of futsal, basketball, and volleyball that they would commit to the use of the additional courts for a five-year period on similar terms to that which they currently enjoy at PGA. This equates to 80 percent use of the extended space.

This study has identified existing court space in Hawke's Bay, and the evidence shows that the supply is exhausted for many indoor sports, particularly in after school hours and in the early evening. To cater for future growth, it has become vital that further space is provided at a convenient location for both Hastings and Napier residents, and at an affordable price for sports organisations.

The provision of new court space at the Pettigrew Green Arena meets the Napier City Council's and the Hastings District Councils obligations under the Local Government Act 2002 and fulfils its own designated role by providing new "recreational facilities and community amenities" for the public.

Proposed Uses and Activities

For many years there has been a massive shortage of indoor court space in Hawke's Bay. This proposal intends to address that shortage to allow more sports teams access to quality facilities.

The arena will achieve the following objectives:

- Increase the opportunities for participation in active recreational events and activities in Hawke's Bay;
- Provide an adequate supply of flexible indoor spaces for sports that are growing in popularity with the Hawke's Bay public, whilst allowing for the mix of codes to change over time;
- Contribute to the social wellbeing and health of Hawke's Bay residents through provision of sport and recreation facilities;
- Provide additional capacity for sporting and active recreational opportunities in education, for primary, secondary and tertiary students and as a potential pathway to employment;
- Increase visitation to Hawke's Bay by ensuring national and regional-scale events, and recreational and sporting tournaments can be hosted here.

The facility is located on a bus route and has good road access which will ensure easy access for people in Hawke's Bay and visitors. The location will have strong links with the existing indoor sports amenities at the PGA and will allow the Eastern Institute of Technology (EIT) to use the additional space to improve educational outcomes for its students.

Location – best for Hastings & Napier

During the development of the Detailed Business Case for a proposed Multi-Use Sports Facility in Napier (16 February 2017) an assessment of locations was completed.

That project included a velodrome as its central feature (parked), however it also included court facilities for a wide range of sports and this makes the assessment on the preferred location for the facility valuable for this project.

Locating the facility on land at the rear of the Pettigrew Green Arena has a number of significant advantages over other locations including:

- provides easy access for the largest number of people in Hawke's Bay
- has synergies with the current indoor sports facilities
- allows EIT to use the facilities to improve educational outcomes for its students
    - extends the association of youth and potential EIT attendees with the positive outcomes in the area – ie adds value to the youth positive perceptions of EIT.
- operation of the new facility will be managed by the current Arena operational staff and thus providing real operational efficiencies, and the extension of a proven, viable and sustainable operational model, without massive council financial support.
- sports will be able to hold their whole competition at one venue by utilising court space in both buildings.
- Event – sports & other needing scale indoors will be attached to Hawkes Bay

Adding an extension to the current footprint has the potential to save councils significantly in support funding. The current operational model introduced five years had reduced or saved costs $1M over the last four years

Additionally - A trebling of regular user court space - All principal users of the new facility currently run Napier/Hastings wide competitions. Using stadiums in different locations adds significantly to the individuals' costs, to the sports costs and to the council's cost in terms of stadium support. Locating sports more centrally will draw on the massive operating efficiency created over the last four years. Nearly $300K per annum.

Expansion of the current facility as against duplication of the PGA facilities in Napier and Hastings, has the potential to save council's between $250K and $500K a year in support grants verse new standalone facilities. The current facility is currently cash flow positive, verse four years ago when its annual deficit received additional council support of over $250K per annum

The future is in our children

There is significant economic impact of having one larger one stop indoor facility, to be able run large scale sports events. Currently around 40,000 visitor nights every year, this is projected, to triple and increase the region's GDP by around $24 million per annum.

The facility will be managed by the Regional Indoor Sport and Events Centre Trust, which is the charitable trust that operates the Pettigrew Green Arena. This would prevent duplication of management services and a resulting increase in operational costs.

The location assessment undertaken by Napier City was based on construction of a multi-use facility which was to include:

- Court space with a wooden floor that can accommodate three basketball courts;
- Use of the facility by as many sporting codes as possible and will be configured for basketball, futsal, volleyball and netball.

The Detailed Business Case assessed seven potential sites for suitability and concluded Pettigrew Green Arena

The complete location assessment is available in the Detailed Business Cas

The following tables show the distance and travel times from the major population centres of Hawke's Bay

	To **HB Regional Sport Park**	To **Hastings Sports Centre**	To **Pettigrew Green Arena**	To **Napier Centennial Hall**
Havelock North	12km	5km	17km	21km
Hastings	6Km	1km	14km	20km
Flaxmere	8km	8km	15km	21km
Napier	17Km	21km	10km	2km

Havelock North	14mins	8mins	15mins	20mins
Hastings	9mins	2mins	14mins	21mins
Flaxmere	9mins	10mins	13mins	20mins
Napier	16mins	23mins	13mins	3mins

The future is in our children

Positive alignment with Pettigrew Green Arena site

- The new facility will Multi use and will be suitable for use by a range of indoor sporting codes including basketball, volleyball, futsal and gym sports, many of whom already use Pettigrew Green Arena
- Sporting code commitment – there has been a high level of commitment from the sporting codes to utilise the facility, which provides some confidence that patronage is likely to be in line with the projections
- Synergy with existing facilities – the proposed facility can be directly connected to the existing Arena, making it highly flexible compared to other options
- Management of the new facility would fall directly under the current arena staffing arrangement. It is likely no extra staff would be required to manage the new facility
- Synergy with EIT – the location means that EIT will be able to develop its educational programmes in the context of a new facility

Negative alignment

- Neighbourhood impacts – the site is close to other buildings than would be the case at Park Island, so there may be detrimental effects on neighbours from traffic, parking and noise.

While no project of this size and scope is without risk, the risk is significantly mitigated due to the build being on the back of a very very successful Pettigrew Green Area business model and the lease commitments of regulars to lease at 80% of new hard court space available for five years.

Current PGA Description

The main arena can be configured for regional, national and international sports events, conferences, expos, music concerts, dinners and balls. There are a number of function/meeting rooms, an aerobics/dance studio, consultancy rooms and a theatre.

With the seats retracted, the main arena has a capacity of 3,000 standing (e.g. for an exhibition) while 2,500 can be seated theatre-style and 1000 people can be accommodated when the arena is configured for a seated dinner.

The future is in our children

The building also houses an exercise science laboratory, an aerobics-fitness room, a theatre for lectures and presentations for up to 80 people, changing rooms, consulting rooms, office and administration area, two gym areas, one public gym operated by PGA, and the other gym is used by EIT for training students in their sports programmes, a massage training room, and two meeting rooms, that are used during the day as required by EIT for course lectures.

EIT Sport Science Services at PGA offer a range of testing and training services for all athletes to enhance their training and performance. All staff are highly qualified and experienced in their field of interest and work with athletes from novice to elite. The facility is closely linked with the New Zealand Academy of Sport.

The fitness centre and gym offer both personal training and a group fitness schedule.

New Facility Description

The new facility will be constructed over the current carpark area at the rear of the PGA and what is known as the EIT Accommodation car park. The building will be located at least seven metres from the rear wall of the existing building and will extend beyond the rear of the carpark, by approximately thirty metres.

The Napier City Council will relocate the enclosed dog park that borders the car park. There is capacity to extend the new building further onto Napier City Council reserve land at a later date.

The PGA and the new facility will be connected via a covered walkway that will be open on the sides and free standing (not physically connected to the existing building).

The architects will be instructed to design the building to complement the existing facility. Additional carparking space will be acquired during consultation with adjoining land owners, the Napier City Council and the Hawke's Bay Regional Council.

The Annual Report dated 30 June 2018 includes details on the use of the PGA. The Arena useage is as follows:

Figure 1: Statement of Service Performance

Statement of Service Performance
Regional Indoor Sports & Events Centre Trust
For the year ended 30 June 2018

	30 June 2018	30 June 2017
Visits		
Total number of visits to the Arena (Excluding visitors to leased areas and Gym)	157,292	131,058
Financial		
Total Operating Revenue	$1,197,453	$1,052,654
Expenses (excludes depreciation)	$869,695	$707,045
Operating Surplus (excludes depreciation)	$327,758	$345,609
Major Events		
Total number of events	21	28
Total number of days hired by major events	43	60
Revenue from major events	$239,941	$208,726
Economic Impact of Events		
Estimated Night's accommodation created by events	48,760	251,175
Estimated Economic impact to the region (Note 15)	$15,261,880	$13,930,812
Fitness Centre		
Average membership over 12 month period (Note 16)	374	375
Revenue from fitness centre	$250,969	$246,158

Hawke's Bay Population and Demographics

Together, the two centres of Napier and Hastings have a population of 134,991. To put this in context, this is a little less than Hamilton at 143,721 but larger than Dunedin and significantly greater than Tauranga at 116,190.

Demographics show that the region has a youthful population. 21.8 percent of people are aged under 15 years (20.4 percent for New Zealand). However, 16.8 percent of people in the Hawke's Bay region are aged 65 years and over (14.3 percent for New Zealand).

Total population

The population of Hawke's Bay in 2016/17, according to a Hawke's Bay District Health Board[1] estimate was 161,780. Of that total, 134,991 people usually live in the combined Hastings District and Napier City area.

Financial Statements

Pettigrew Green Arena had total revenue of $1,197,000 for the year ended 30 June 2018. (up 14%) It had total assets of $10,229,000 (up 3%) and achieved a cash surplus of $330,000 for the year ended 30 June 2018.

Hawke's Bay Regional Sports Facilities Plan

Development of the Hawke's Bay Regional Sports Facilities Plan (Plan) was completed in February 2015 and adopted by the Hawke's Bay Sports Council in March 2015. No additional indoor facilities have been constructed in response to this report

In May 2015, the Napier, Hastings, Hawke's Bay Regional, Wairoa and Central Hawke's Bay Councils, along with Sport Hawke's Bay signed a Memorandum of Understanding that built on the "Plan" and aimed to ensure the province has a region-wide view of the provision, development and support of sport and recreation facilities

The provision of new court space at the Pettigrew Green Arena meets the Council's obligations:

Outcome; "A safe and healthy city that supports community well-being".

Goal: "Services and facilities support social and recreation opportunities".

SWOT Analysis

The table below outlines the key strengths, weaknesses, opportunities and threats associated with the development.

Table 13: SWOT Analysis

Strengths	Weaknesses
1. Centrally located. Ease of access. The arena is located on a main bus route between Hastings and Napier.	1. The project may struggle to secure funding from overtaxed funders. To date they have secured $5.6M with no detail project
2. Ability to cater for multiple users.	2. There may be limited resourcing available for the fundraising process and management of the sponsor/funder relationships
3. NCC owns the land so no purchase requirement for new facility.	3. Incorrect scope for the design may lead to a facility that is not fit for purpose, resulting in a lower utilisation than has been forecast.
4. Councils have vested interest in success of the facility	4. Potential users demand upgraded facilities which stretches current budget
5. Currently settled local political environment with strong leadership supporting sport and recreation.	[redacted]
6. Strong support from the Regional Indoor Sports and Events Centre Trust.	
7. High level of support from potential users of the facility.	
8. Identified lack of court space in other facilities around the region.	
9. Alignment with existing facility creates scope for national events.	

The future is in our children

Opportunities	Threats
1. Can make the facility more suited to purpose.	1. We will not build without the guarantee of rent.
2. Relationships with schools and education providers can be strengthened with more court space.	2. The user/lessee goes broke. This is mitigated by any free time being sought after by other sports. The operational costs are low and can easily be covered by the operational surplus created from the existing arena.
3. There may be greater opportunities to build partnerships with local and external funders to support the sustainability of the facility over the longer term.	3. Change of Council policy could result in changes to funding priorities. $4M has been secured though the Napier City Council LTP process.
4. Alignment with several NCC strategies	4. Natural disasters, such as earthquakes, could damage the current building.
5. An opportunity exists to ensure the new facility has flexibility of use, e.g. can cater for new or existing sports that may require indoor facilities in the future.	5. The final design and "product" may not meet sporting groups' needs and expectations.
[redacted]	6. Building consent applications may be unsuccessful.
[redacted]	7. The fundraising targets for the development may not be reached, resulting in compromised facility.
[redacted]	8. Tenders may come in materially over what is expected/budgeted for the project.

Conclusions

There is a significant role for sport and active recreation activities to play in building social capital and social wellbeing in communities, and that the PGA development will provide direct benefits to the whole of Hawke's Bay.

It has been identified in this feasibility study that the sports of basketball, volleyball, futsal, netball and badminton could grow their numbers if additional facilities were available, to the benefit of the Hawke's Bay community and the regional economy and provide enhanced health outcomes for the whole community.

The proposed extension to the Pettigrew Green Arena would go a long way towards addressing the court shortage issues in the region and facilitate the further growth of several sports.

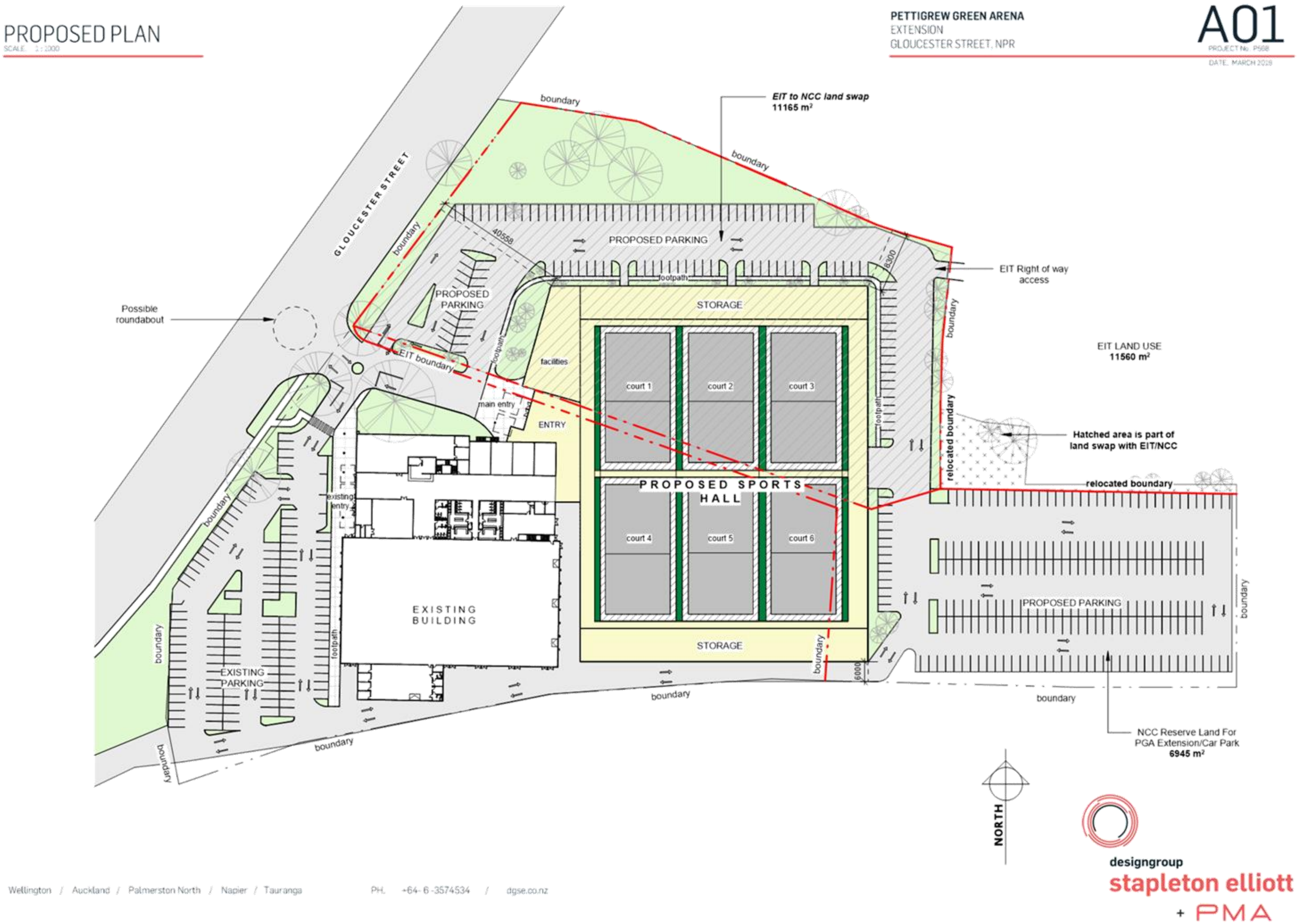
The current operational trust believes there is a very low risk project:

- The operation of this extension is simply an addon to a successful formula which develops a financial surplus for the PGA;
- Futsal/Volleyball and Basketball are aware that they will be required to commit to a binding use contract prior to the start of the build;
- Regular user income will cover the additional operating costs. The Trust will not be seeking additional operational funding from Councils.

Analysis of this feasibility study shows there is massive demand for additional sports space to ensure that this proposal is financially viable.

PETTIGREW GREEN ARENA EXTENSION GLOUCESTER STREET, NPR
CONCEPT
MARCH 2019

designgroup
stapleton elliott
+ PMA



Wellington / Auckland / Palmerston North / Napier / Tauranga PH. +64-6-3574534 / dgse.co.nz

LOCALITY PLAN

SCALE 1 : 2000

PETTIGREW GREEN ARENA
EXTENSION
GLOUCESTER STREET, NPR

A02

PROJECT No. P568
DATE: MARCH 2020

1. **NCC Reserve land for PGA expansion/car park**
2. **NCC Reserve land as part of EIT landscape**

NORTH

designgroup
stapleton elliott
+ PMA

Wellington / Auckland / Palmerston North / Napier / Tauranga PH. +64- 6 -3574534 / dgse.co.nz

AERIAL 3D VIEW

SCALE.

PETTIGREW GREEN ARENA
EXTENSION
GLOUCESTER STREET, NPR

A03

PROJECT No. P568
DATE. MARCH 2019

Wellington / Auckland / Palmerston North / Napier / Tauranga PH. +64- 6 -3574534 / dgse.co.nz

designgroup
stapleton elliott
+ PMA

STREET 3D VIEW

SCALE:

PETTIGREW GREEN ARENA
EXTENSION
GLOUCESTER STREET, NPR

A04

PROJECT No: P568
DATE: MARCH 2020

Wellington / Auckland / Palmerston North / Napier / Tauranga   PH. +64-6-3574534 / dgse.co.nz

designgroup
stapleton elliott
+ PMA