

National Facilities Strategy for Indoor Sports
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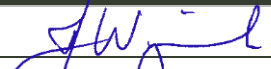
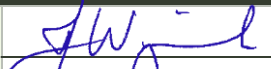
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Contents

1. Executive Summary	1
2. Introduction	4
2.1 Overview	4
2.2 Key Objectives	4
2.3 Methodology	5
2.4 Establishing a New Zealand appropriate framework	5
2.5 Current Roles	5
3. Current Network of Indoor Sport Facilities	7
3.1 Overview of Network	7
3.2 Current Indoor Sports Facilities	7
3.3 Summary of Network	7
3.4 Maintenance and Configuration of Facilities	10
3.5 The Current Competitive Facility Network	12
4. Demand for Indoor Sport Facilities	18
4.1 Overview of participation	18
4.2 Overview of Needs	18
4.3 Competitive and Sporting Demand for Indoor Facilities	19
4.4 Community Need for Indoor Sports Facilities	21
5. Gap Analysis	26
5.1 Overview	26
5.2 Major event facilities	30
6. Meeting Future Needs	32
6.1 Meeting the needs of sporting groups and athletes	32
6.2 Adapting to the needs of a changing community	34
6.3 Improving the way communities develop facilities	37
6.4 Local authorities actively seeking new models for development	38
6.5 Building the right network	39
6.6 Aligning funding, design and development	42
7. Developing the Road Map	44



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

Table 1 Provision of community indoor facilities by region	8
Table 2 Summary of provision of indoor facilities by regional type	9
Table 3 Provision of school gyms by region	9
Table 4 Combined provision of indoor courts by region	10
Table 5 Categorisation of Network of Facilities	15
Table 6 Provision of indoor competition facilities	16
Table 7 Sporting code requirements compared to existing International and National facility provision	17
Table 8 Participation in indoor sports by age group	18
Table 9 Summary of Competitive and Events Needs	20
Table 10 Estimated Indoor Facility Demand by Region based on Sport England Model	22
Table 11 Demographic Profile of New Zealand: 2011, 2021, and 2031	23
Table 12 Impacts of Demographic Change on Indoor Courts	24
Table 13 Estimated facility demand by region based on national average	26
Table 14 Estimated courts required to meet current demand and demographic increases to 2031	28
Table 15 Provision of Competitive Indoor Facilities	30
Table 16 Assumed increase in indoor netball games by age group	36
Table 17 Characteristics of community and school courts by region	40
Table 18 School gymnasiums as percentage of total indoor facilities by region	41

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 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.

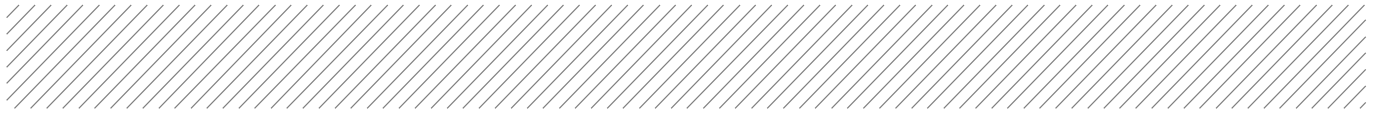
The current provision of international-level facilities is appropriate for the needs of the sector. The number of international level venues is slightly higher than the needs of the sporting requirements, but these facilities also cater for a variety of non-sporting uses, such as concerts and shows.

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 facilities¹ 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 network². 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 Lyttelton 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

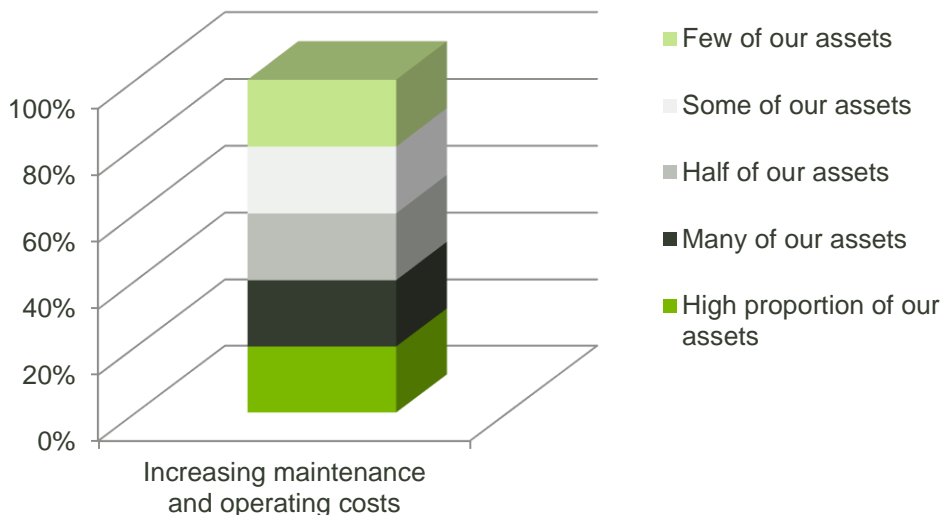
3.4.1 Maintenance

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.

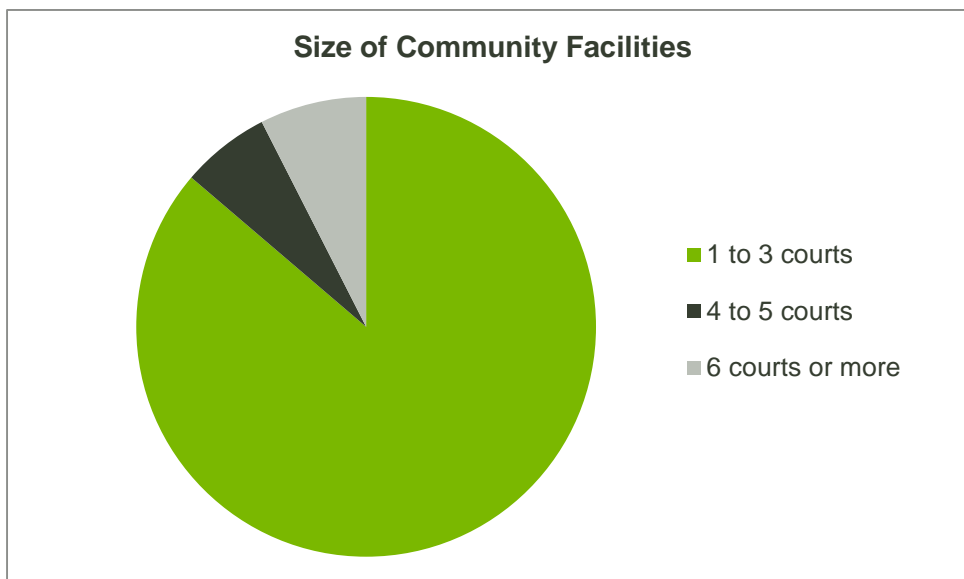
3.4.2 Configuration of sports facilities

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	North Shore Events	North Shore Events	ASB Stadium
		The Trusts Arena	Vodafone Events Centre	The Trusts Arena	The Trusts Arena
			The Trusts Arena	Bruce Pulman Park (opening soon)	Bruce Pulman Park (opening soon)
Bruce Pulman Park (opening soon)		Auckland Netball Centre			
Waikato	Claudlands	Claudlands	Claudlands	Taupo Events Centre	
		Taupo Events Centre	Taupo Events Centre		
Lower North Island	Bay of Plenty	ASB Bay Park Arena	ASB Bay Park Arena	ASB Bay Park Arena	Queen Elizabeth Youth Centre
			Rotorua Energy Events Centre	Rotorua Energy Events Centre	Rotorua Energy Events Centre
	Gisborne Hawke's Bay	-	Pettigrew Green Arena	Pettigrew Green Arena	Pettigrew Green Arena
	Taranaki	-	-	TSB Stadium	TSB Stadium
	Manawatu-Wanganui	-	Arena Manawatu	Arena Manawatu	TSB Hub Wanganui Community Sports Centre
Wellington	TSB Arena	Te Rauparaha Arena	ASB Sports Centre	ASB Sports Centre	
		TSB Arena			
South Island	Nelson-Tasman Marlborough	-	Trafalgar Centre	Saxton Stadium	Trafalgar Centre
					Saxton Stadium
	West Coast	-	-	-	Stadium 2000 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
Otago	-	Edgar Centre	Edgar Centre	Cowles Stadium Edgar Centre	
Southland	-	Stadium Southland	Stadium Southland	Gore Multisports Complex	
New Zealand	6	16	16	22	

Table 5| Categorisation of Network of Facilities

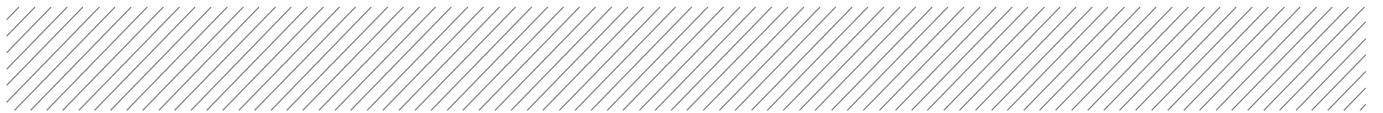
This report also acknowledges that there may be some event or entertainment facilities which could on occasion host significant sporting activity depending on individual sport specific needs. For example Mystery Creek Events Centre, however in consultation with NSO's some facilities have not been included 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	Claudlands 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 'Gemba⁵' 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: <ul style="list-style-type: none"> ■ 0.40 to 2.46 members per m² with average of 1.38 ■ 0.23 to 30.44 participants per m² (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 casual 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 reports⁸ 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, 2031⁹

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 sports¹⁰ 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

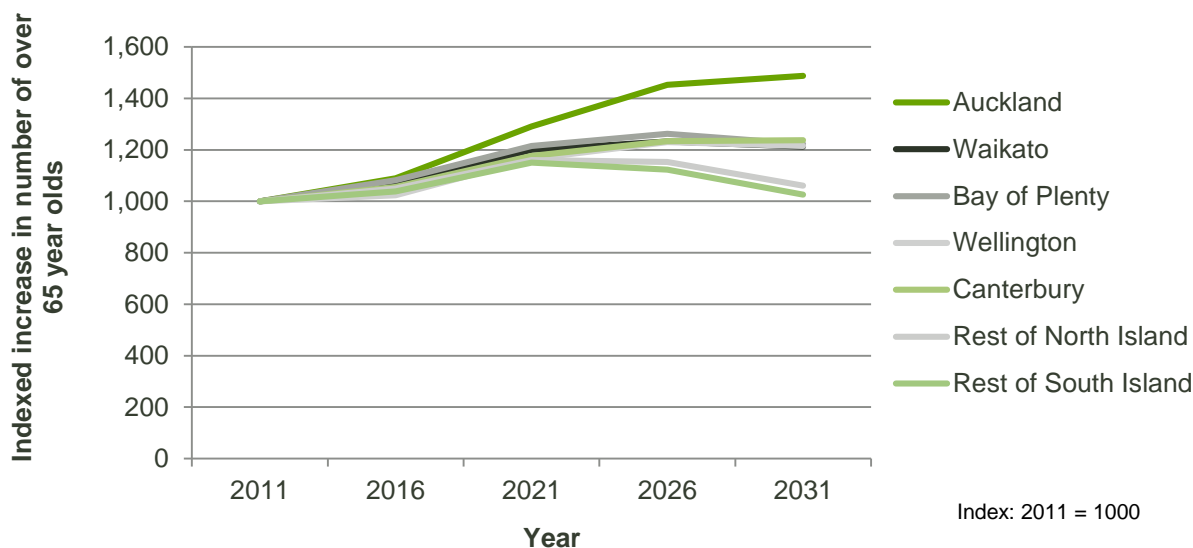
6.2.1 Facilities not appropriate for an aging population

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 decisions¹³. 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.

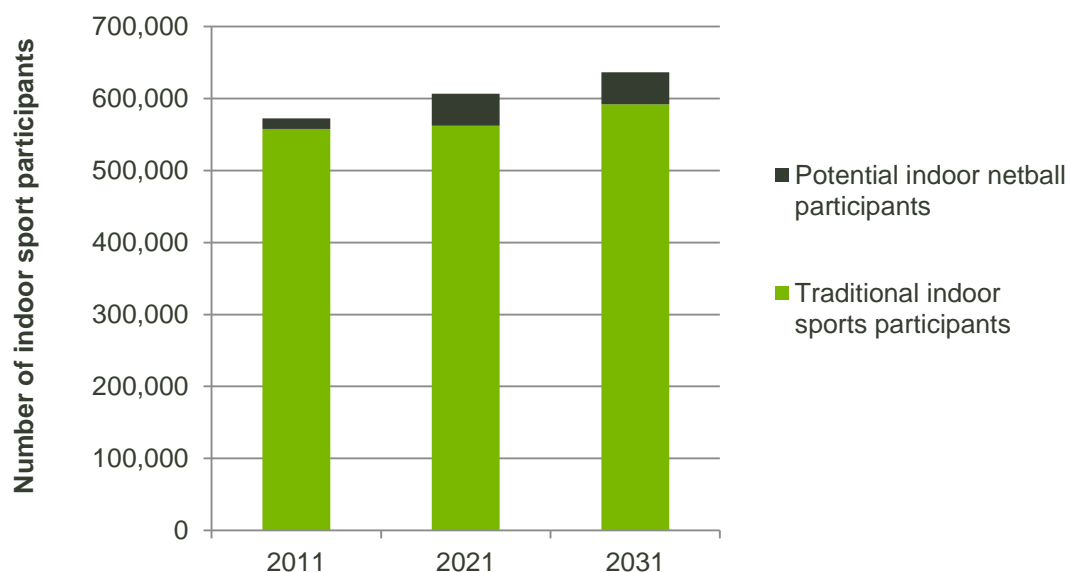
For the purposes of modelling the impact the following assumptions were made:

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.

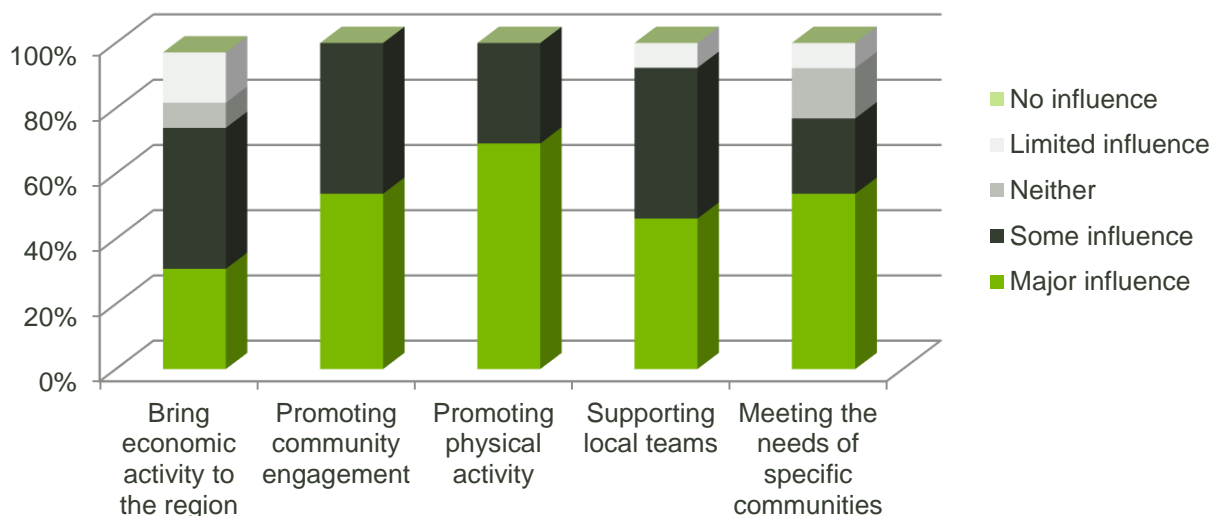
6.3 Improving the way communities develop facilities

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



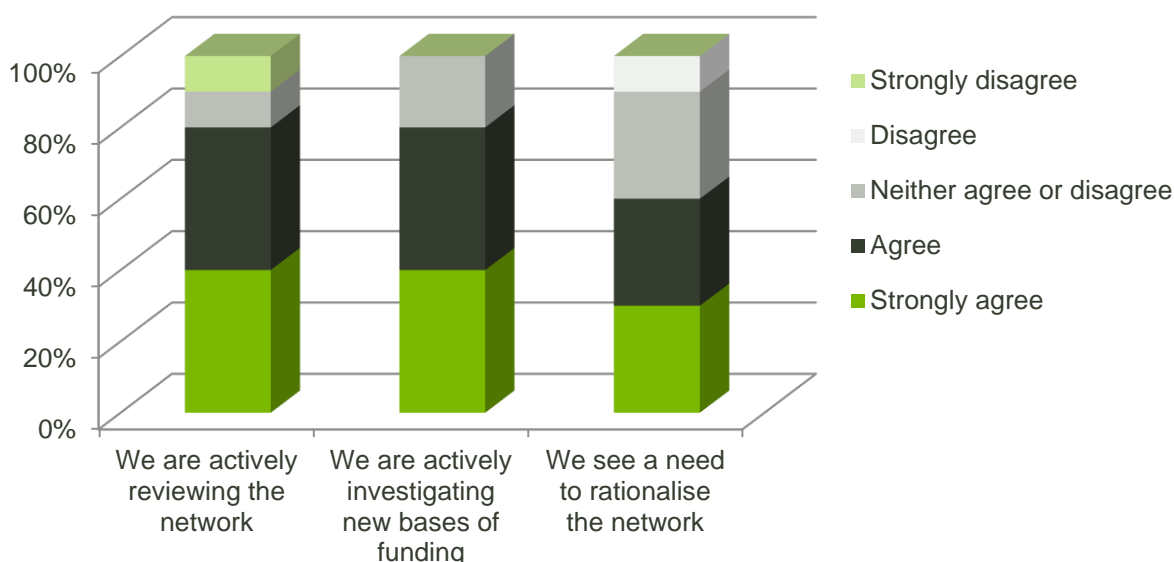
The challenge for local authorities was therefore balancing wider social objectives, such as community cohesion or urban renewal with the financial considerations associated with the “whole of life” costs of facilities.

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'.

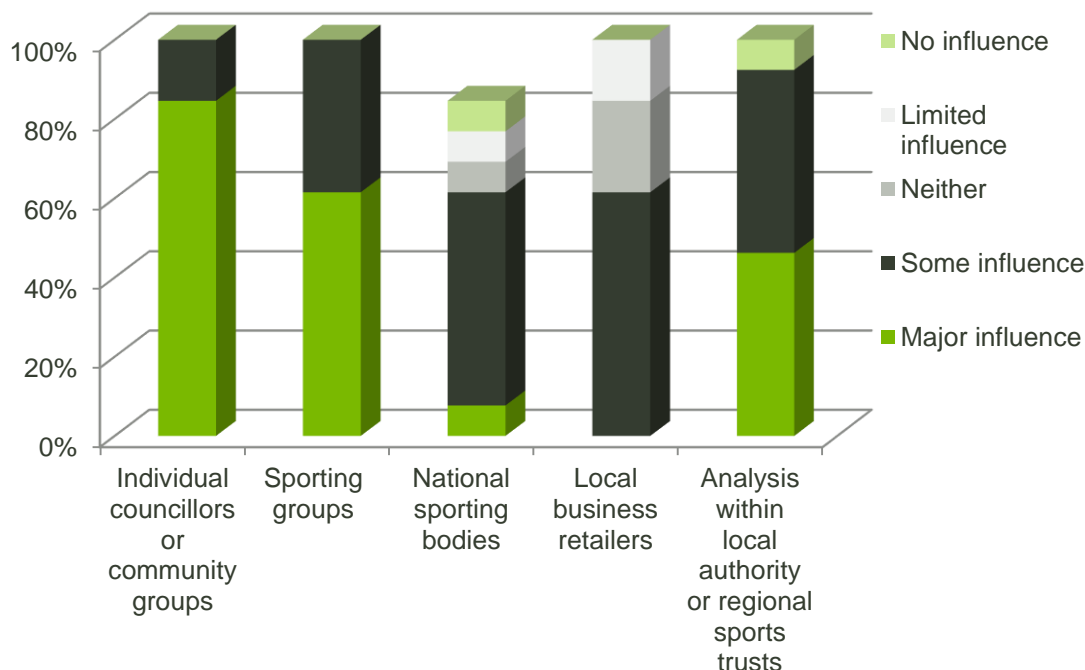
The issue was most common where they were seeking to replace existing facilities, often as part of an urban renewal programme.

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.

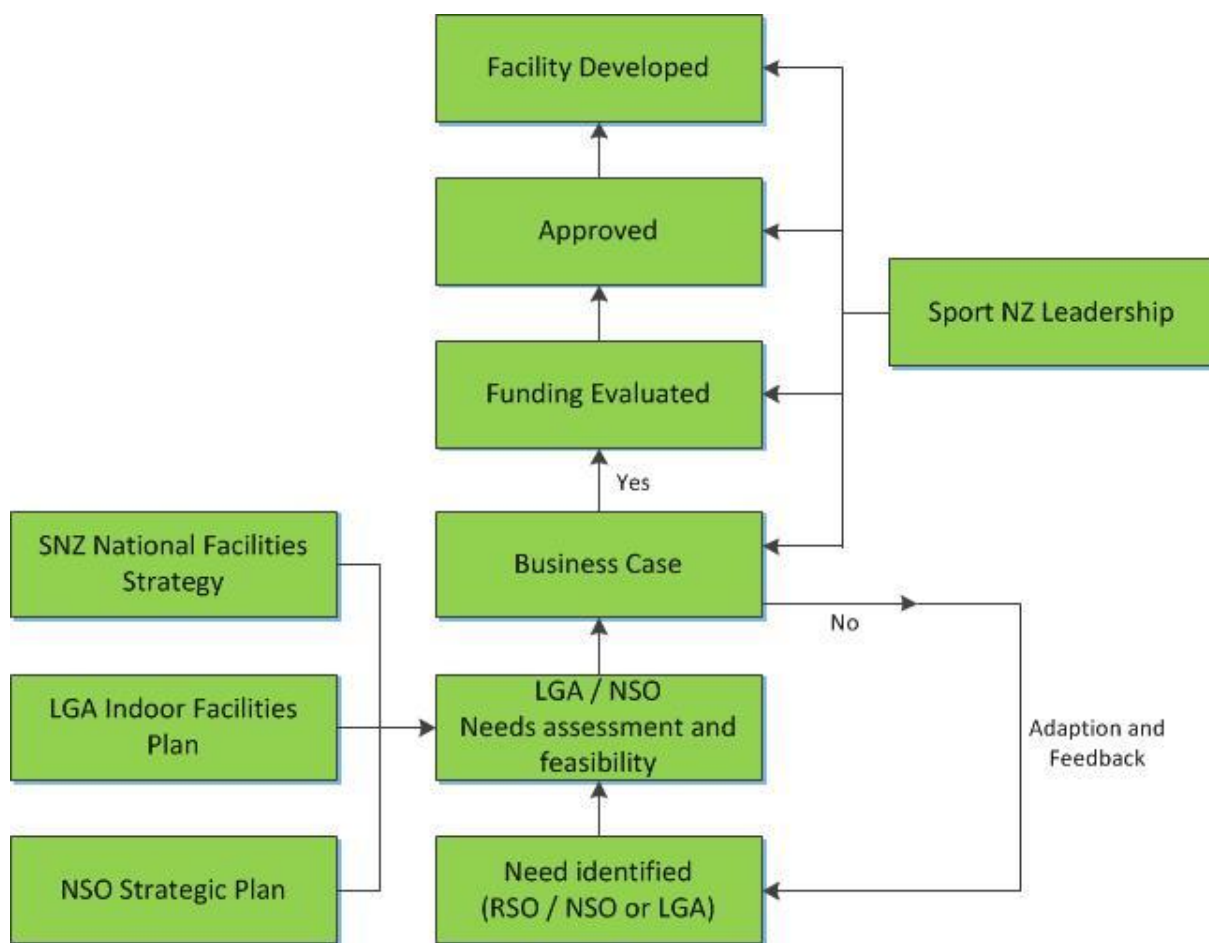


Figure A.1 Decision Making Framework

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	<input type="checkbox"/>
	Establish key characteristics of the population	<input type="checkbox"/>
	Establish the type, number and requirements for facilities mix	<input type="checkbox"/>
	Engage with other organisations/activities who could co-locate	<input type="checkbox"/>
	Define roles and responsibilities within the stakeholders	<input type="checkbox"/>
	Identify a gap in facility provision (re-development, reallocation of space and new facilities should all be considered)	<input type="checkbox"/>



RSO / NSO / LGA Needs assessment and feasibility

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



Business Case

Asset Owner	For Consideration	Tick box when completed
	Set vision and objectives - Determine the purpose of the facility	<input type="checkbox"/>
	Identify service mix required to meet community needs and ensure alignment to existing strategies and policies (eg Sport and Recreation Plans)	<input type="checkbox"/>
	Select the site - Demonstrate that the site is located within a growth area or urban regeneration area	<input type="checkbox"/>
	Demonstrate the ability to link with adjacent or nearby facilities and services	<input type="checkbox"/>
	Identify and engage further with stakeholders and the community, particularly potential operators	<input type="checkbox"/>
	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	<input type="checkbox"/>
	Set principles for design of the facility that address functionality, user experience, access and sustainability	<input type="checkbox"/>
	Provide strategy for ongoing asset management	<input type="checkbox"/>
	Prepare concept design including preliminary costing	<input type="checkbox"/>
	Identify funding opportunities and sources	<input type="checkbox"/>
	Prepare Business Case	<input type="checkbox"/>



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)	<input type="checkbox"/>
	Prior to a recommendation being made, endorsement from NSOs will be required	<input type="checkbox"/>
	Provide a recommendation to Funding Parties	<input type="checkbox"/>

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 sports 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	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Stakeholder consultation Review relevant plans
Objectives	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Stakeholder consultation
Environmental	<ul style="list-style-type: none"> ESD considerations 	<ul style="list-style-type: none"> Design opportunities
Financial and commercial	<ul style="list-style-type: none"> Financial sustainability Revenue generating activities Lifecycle asset management and future upgrade Recurrent costs of running programs 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Engage stakeholders Site inspections
Availability	<ul style="list-style-type: none"> Land ownership Land tenure Land cost and affordability 	<ul style="list-style-type: none"> Maps and GIS data Stakeholder consultation
Site analysis	<ul style="list-style-type: none"> Size and shape Topography Vegetation Exposure to wind Views and visibility of the site Watercourses Geotechnical Land contamination Compatibility with surrounding land uses 	<ul style="list-style-type: none"> Maps and GIS data Site inspections
Linkages	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Urban design framework
Functional and iconic potential	<ul style="list-style-type: none"> 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? 	<ul style="list-style-type: none"> 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	<p>Partners in the successful development and operation of an indoor facility can include user groups, clubs and associations and commercial service providers.</p> <p>A particular operating model such as a shared use will involve particular partners</p> <p>Do all partners share the vision? If not how can they be aligned?</p> <p>Are there any partners missing that are needed to deliver on the vision?</p> <p>Is there potential for a shared use model and if so who should be engaged?</p> <p>Consider site selection and operating and management models</p>	Prepare and implement Community Engagement Plan
Engagement Strategy	<p>Identify communities of interest</p> <p>Who will have input and who will be informed</p> <p>How the community will be engaged and when</p> <p>The organisations, groups, and individuals to be consulted with may be different at different stages of the project.</p>	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

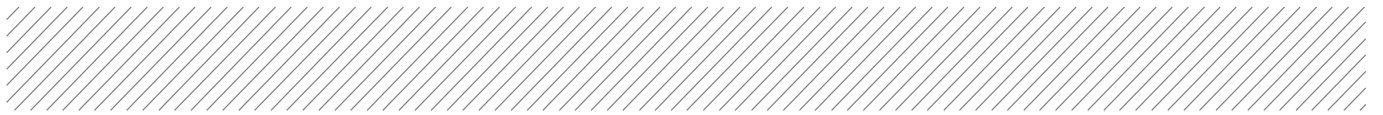
It is preferable that an early decision is made on the preferred Management Model. In considering the options, reference should be made to the recently released Territorial Authorities Sport and Recreation Facilities Guide (March 2013). Further information is available from the Schools/TA Partnership 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: <ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none">1) There will be very minimal staff input required for facility/program and skills are available2) 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	<ol style="list-style-type: none">1) Self-management2) 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 England¹⁴

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 of 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

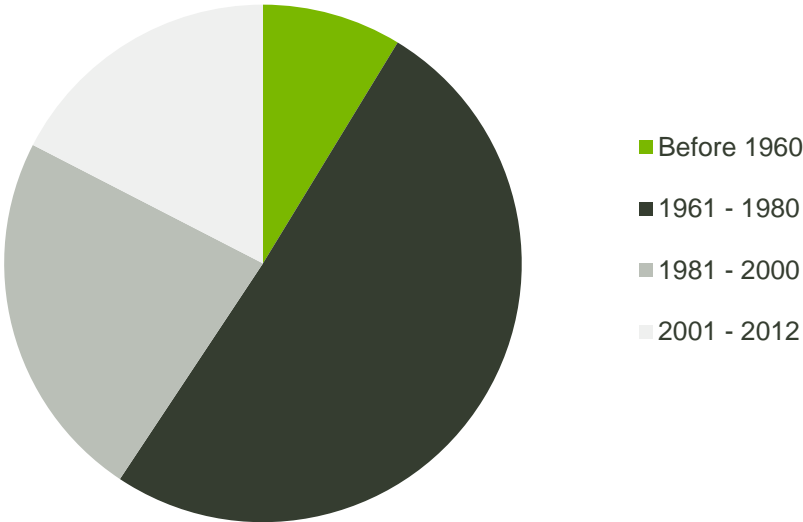
Status of School Halls

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



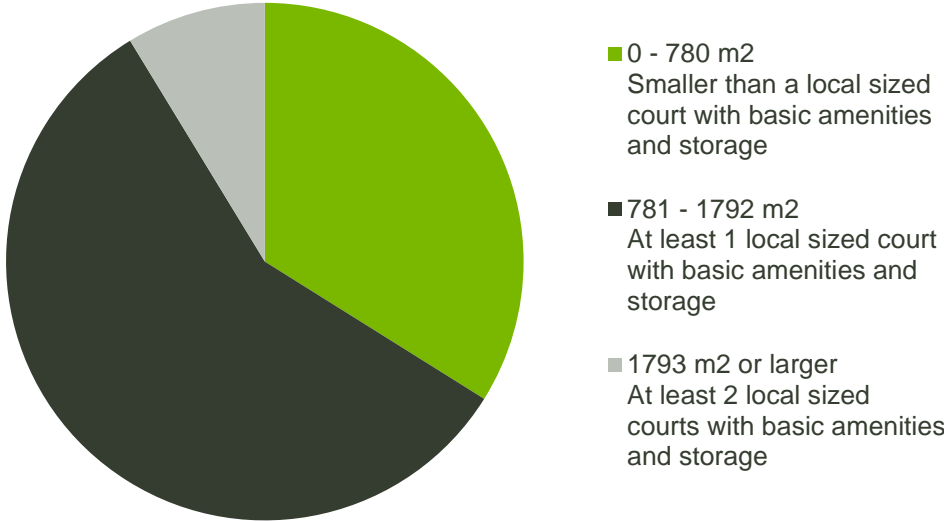
¹⁵ All school gyms of area 781 m² or greater were assumed to contain at least one full sized court. The area of a local two court layout with basic amenities and storage space was determined to be 1,793 m² and as such any hall of this size or greater was assumed to contain two courts.

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.

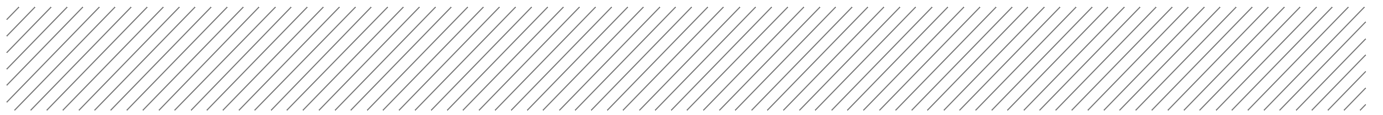
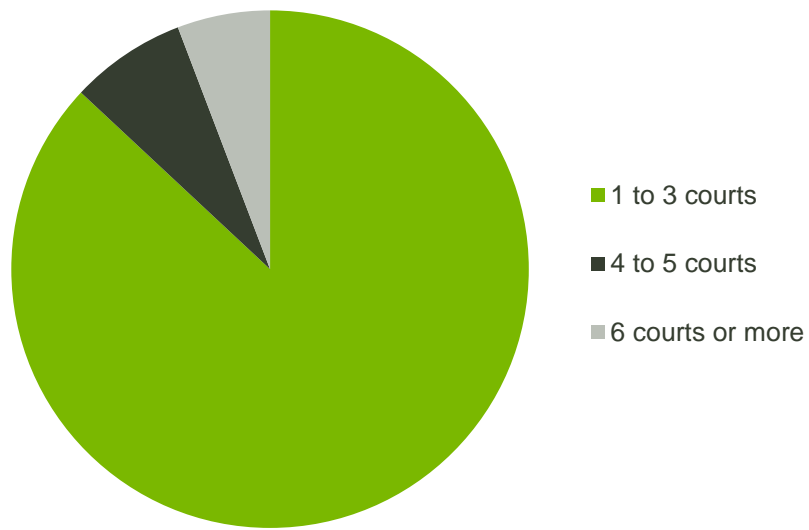


Chart 8: Size of Community Facilities





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 gym sports activity are currently under the age of 16 and involved in fundamental movement activity or competitive gym sports, 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 cites 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 'Gemba¹⁶' 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, indoors¹⁸.

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.

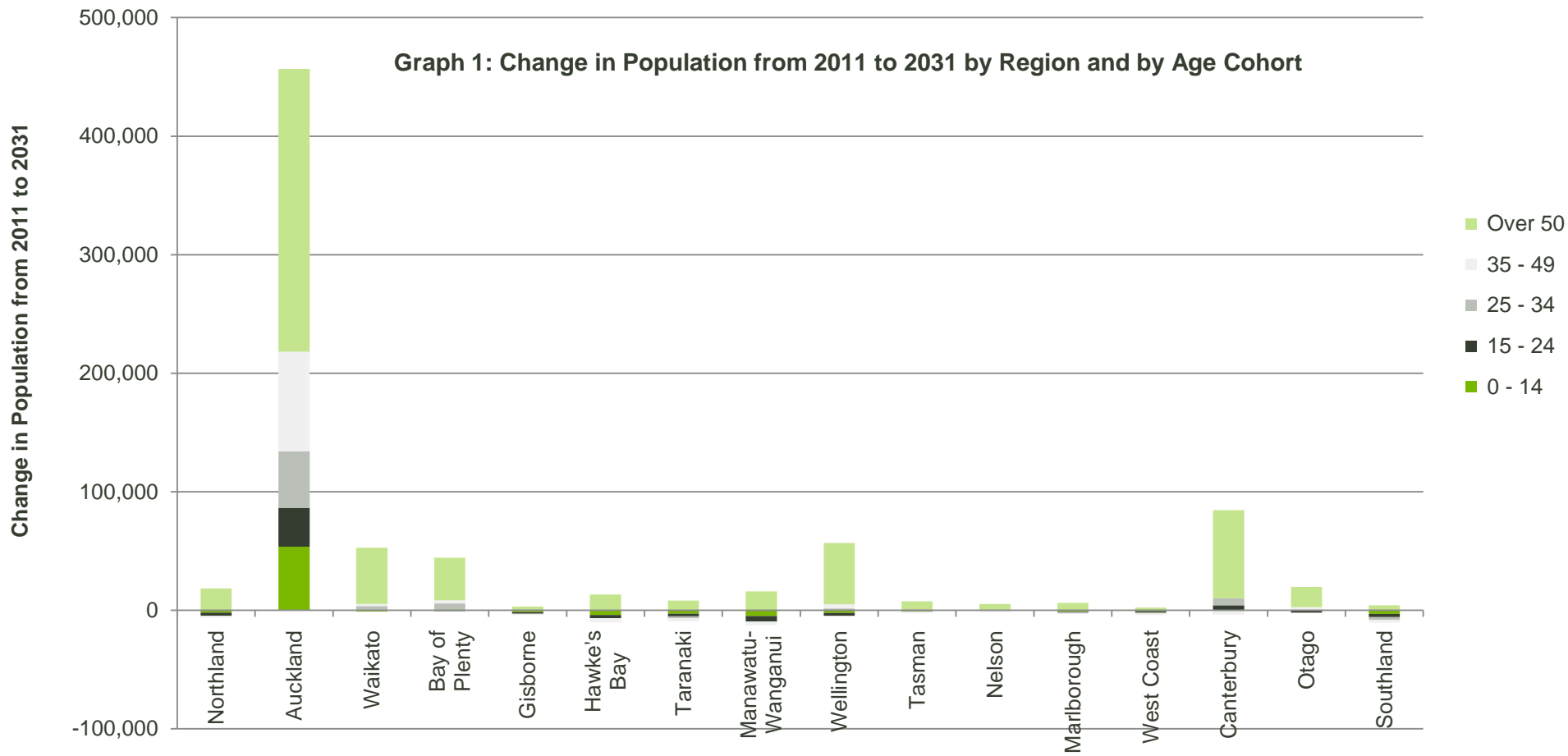


Participation in Indoor Sports

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.

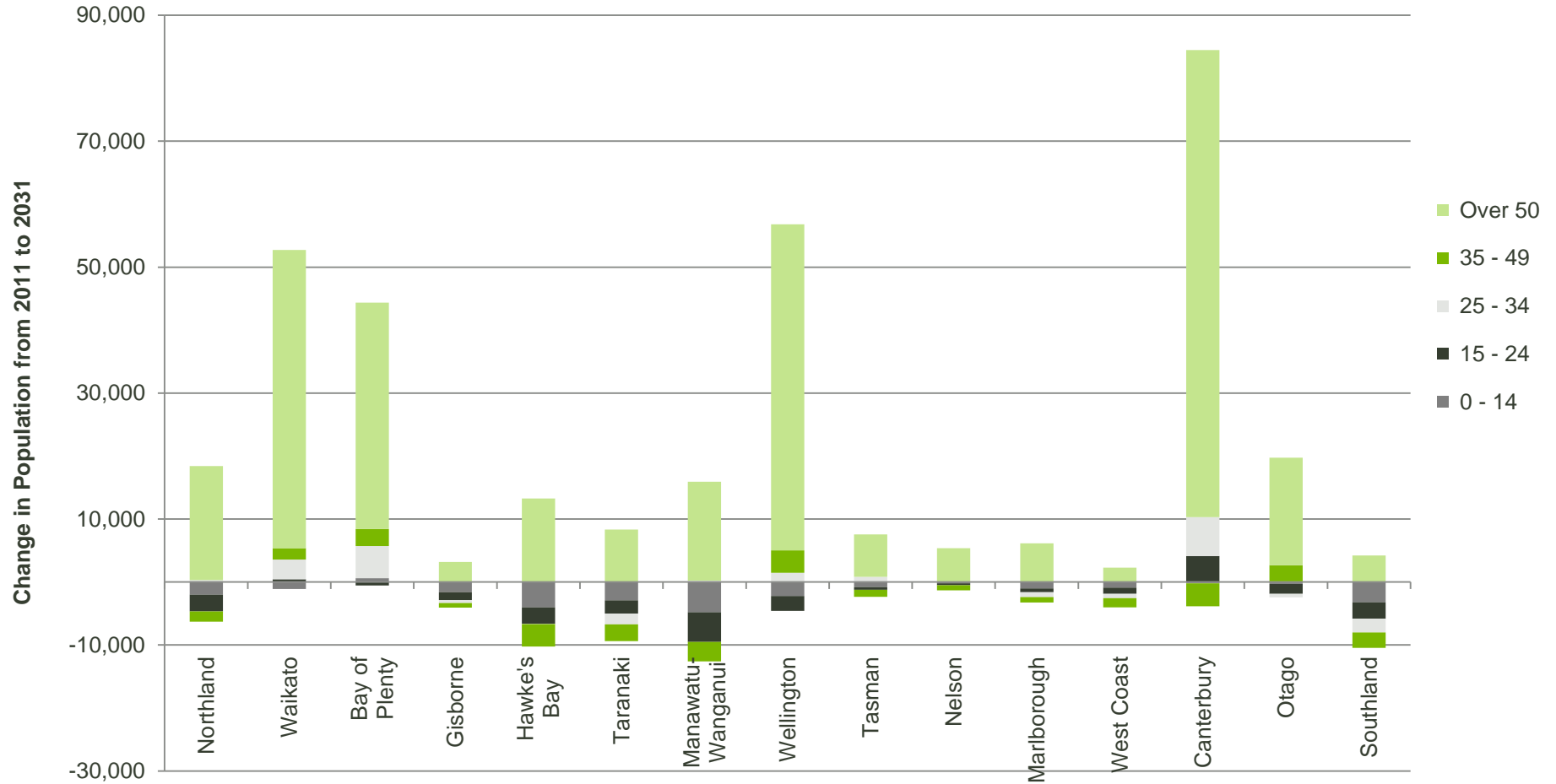
The graph highlights that the population in Auckland is increasing across all age groups. While Auckland is one of the few regions to gain population in the 0-14 and 15-24 age groups it is also the area gaining more 50 year olds and over than all other regions combined. This highlights that this region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

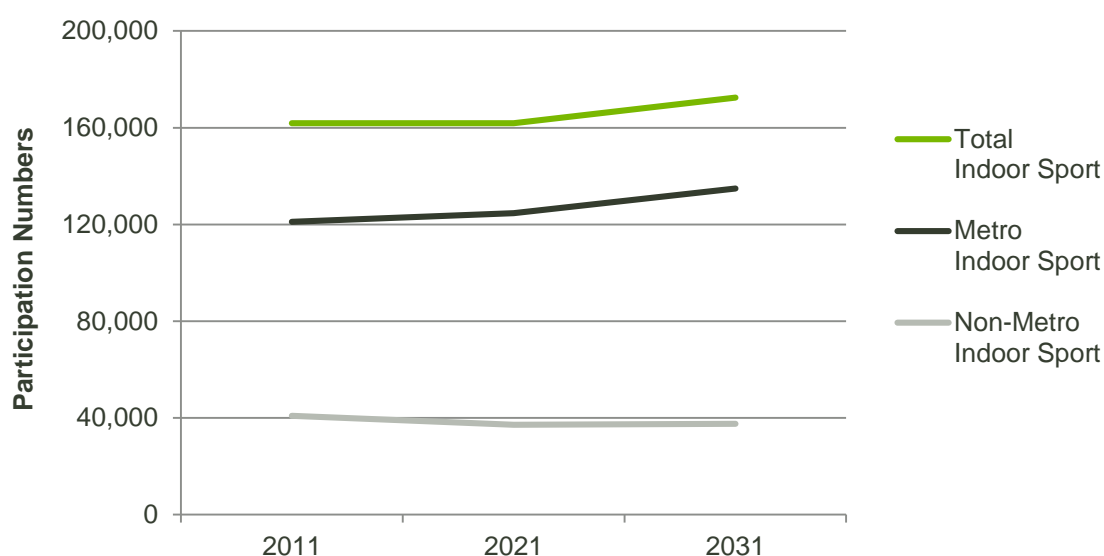


We applied the current participation rates for the 'basket' of indoor sports to the demographic projections for each region in 2021 and 2031. In simple terms, in areas with growing population, the demand for indoor sports facilities will increase to match the population increases. However, in areas with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

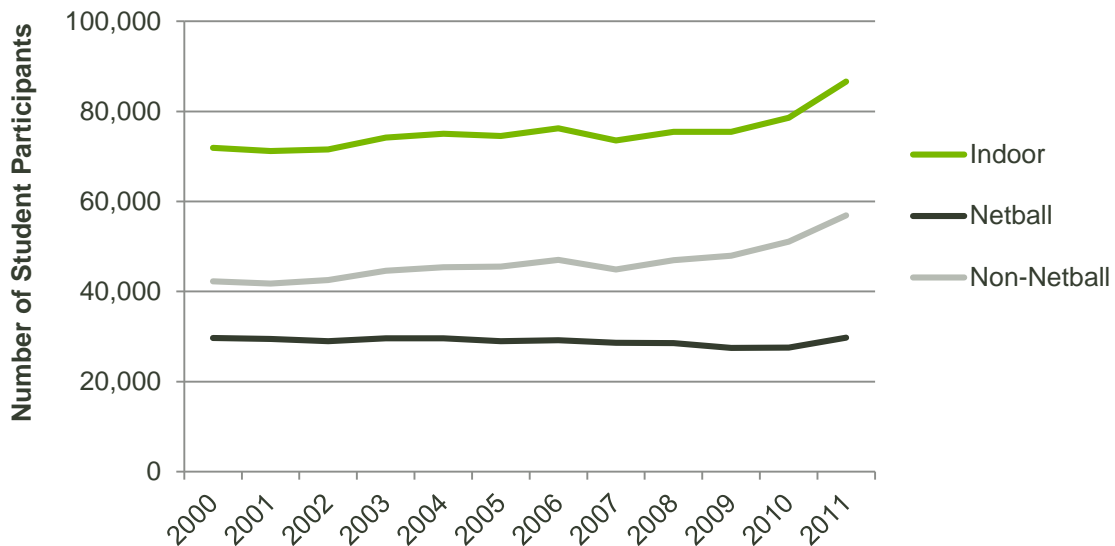
The figures need also to be interpreted carefully, as the analysis is based on activities around secondary schools. As such, it does not reflect activities which the school is not aware of, although it does include analysis of the sports which the school may not be actively involved in as a school activity (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.

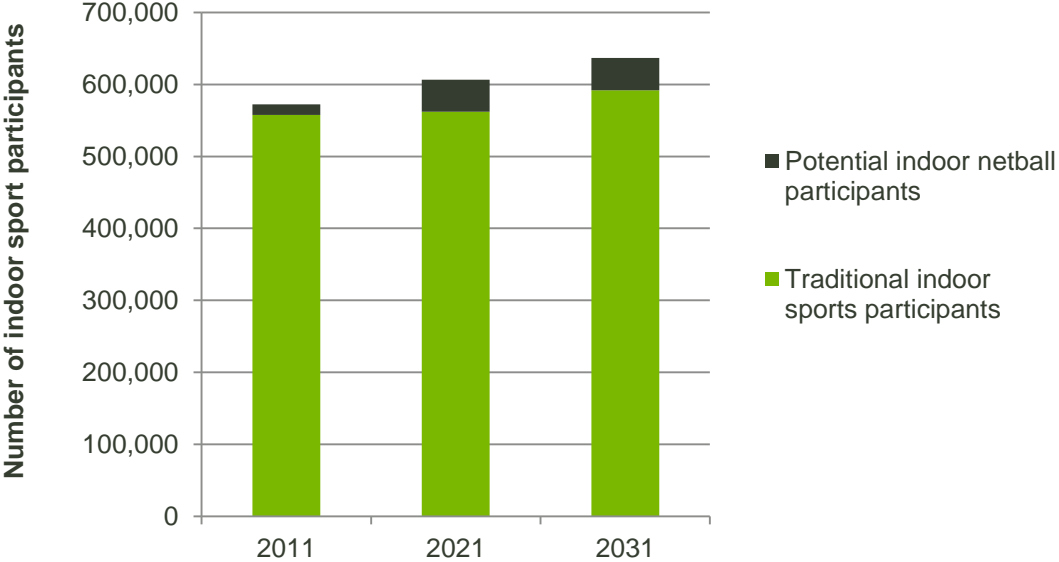
For the purposes of modelling the impact the following assumptions were made:

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

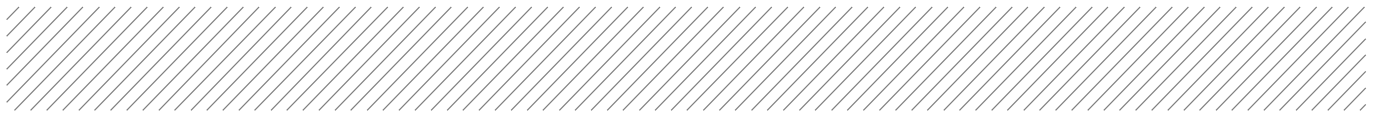
The Role of Sport New Zealand in Facility Planning and Development

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	<ul style="list-style-type: none">• 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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 through our people, resources and facilities”²⁰

The key strategic priorities states²¹:

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

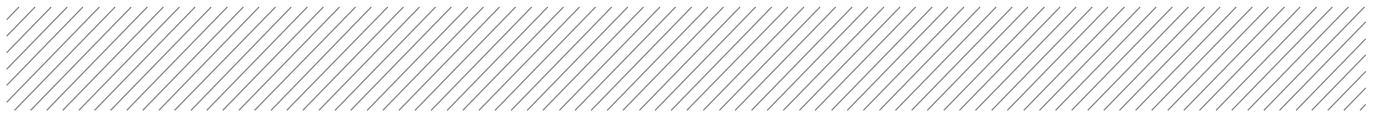
Database of Public Indoor Sports Facilities

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	Lytelton 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			
	Facilities: 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	Claudlands	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 Aniwanawa	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

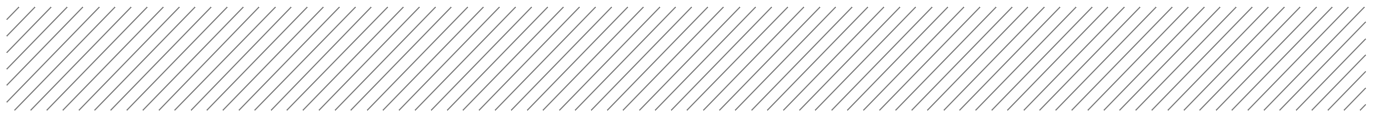
Region	School	Area (sqm)	Year Built	Age
Wellington	Wairarapa College	1071	1988	24
Wellington	Wellington College	1243	1972	40
Wellington	Wellington College	1224	1986	26
Wellington	Wellington East Girls' College	1395	2002	10
Wellington	Wellington Girls' College	1289	1962	50
1 court with basic amenities				
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	Waiopahu 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



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