

Regional Infrastructure Plan for Hockey in the Wellington Region

Prepared for

Wellington Region
Project Working Party

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Report Disclaimer

In preparing this report it has been necessary to make a number of assumptions on the basis of the information supplied to the Strategic Leisure (NZ) Limited and Horwath HTL Limited in the course of investigations. The information contained in this paper been conscientiously prepared based on consultation feedback, an understanding of trends in the leisure sector, and in particular trends in recreation facility provision.

The authors did not carry out an audit or verification of the information supplied during the preparation of this report, unless otherwise stated in the report. Whilst due care was taken during enquiries, Strategic Leisure (NZ) Limited and Horwath HTL Limited do not take any responsibility for any errors nor mis-statements in the report arising from information supplied to the author during the preparation of this report.

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1. Introduction

This document presents a draft of the Regional Infrastructure Plan (the RIP) for hockey in the Wellington Hockey Association (the WHA) area (the Region). It has been prepared to provide a holistic view of the sport's infrastructure requirements across the WHA area. The preparation of this plan has been undertaken in conjunction with the National Facilities Strategy for Hockey New Zealand (HNZ) and the strategic thinking and analysis at the national level has helped inform the regional plan.

The Strategy has been developed with the invaluable assistance of the Project Working Party (PWP). Members of the PWP were selected to provide input from the perspective of their organisation and included: Anne-Margaret Campbell (WHA), Rex Manning (Foundation for the National Hockey Stadium known as the National Hockey Stadium Trust or NHST), Derek Wilshere (WHA) and David Allan (consultant). James Parkinson (consultant) did not attend PWP meetings but was an integral part of the consulting team.

Key sources that were utilised to inform the RIP included:

1. The survey of Hockey Associations administered as part of the National Strategy
2. Meetings with the PWP members
3. A survey of Hockey clubs throughout the Wellington Hockey region (completed by 10 clubs with a combined membership of about 840 registered players).
4. A survey of schools throughout the Wellington Hockey region (completed by 9 schools with a combined membership of about 570 registered players).

Key intentions of the RIP are to:

- Provide an overview of the plan's purpose, objectives and scope.
- Provide an overview of the current state of hockey in Wellington.
- Provide an overview of the regional and local events and competition programme and any proposed or planned changes to the programme
- Update the inventory of existing hockey facilities in Wellington.
- Provide an evidence-based assessment of future hockey facility needs in Wellington.
- Analyse the 'gap' between current hockey facilities and current and future needs for Wellington
- Identify recommended strategies to address the issues and enable sustainable growth of Hockey in the Region
- Provide a prioritised list of recommendations for the development of hockey facilities to meet current and future needs of Wellington.
- Enable the local territorial authorities to:
 - Be aware of the facility needs of Wellington Hockey during the 2012 LTTCP process
 - Ensure new hockey facilities plus upgrades and renewals to existing hockey facilities (where practical) comply with the appropriate HNZ specifications as appropriate

2. Background

This section provides background information on hockey in the Wellington Region and key matters arising from the National Strategy that have implications for the Region.

2.1. Structure of Hockey in the Wellington Region

The Wellington Hockey Association manages competitions for 15 senior clubs, 38 secondary schools and 22 junior clubs and schools. The catchment area for WHA incorporates Wellington City, Porirua City, Hutt City, Upper Hutt City and Kapiti. In addition, Dalefield from the Wairarapa play in the senior competition of WHA but is not part of the WHA area and therefore was not part of the RIP. The NHST owns and manages full size turfs at Fraser Park in Hutt City and Elsdon Park in Porirua City. NHST also leases and manages two full size turfs at Mt Albert in Wellington. The NHST also owns the administration building at the NHS and leases the office and storage space in the building to WHA. There are two small practice turfs at Fraser Park and Mt Albert which are owned by NHST.

2.2. Player Numbers

As hockey in New Zealand continues to evolve as an all-year sport, the tracking of player numbers and participation trends is becoming increasingly difficult. This is primarily due to the fact that only winter players are affiliated to HNZ through their local Associations. Summer hockey players, by comparison, tend to participate on a “pay for play” basis. While this is often through the local Association, the players are not registered with HNZ making it more difficult to accurately track participation numbers. A high proportion of summer players are registered as winter players (estimated by Associations at about 85%).

HNZ had 42,894 registered winter hockey players in 2009. This was effectively the same number of players as in 2008 (42,890) and slightly below the 43,345 registered players in 2007.

Table 1: Hockey Players

Association	OPEN		SECONDARY		PRIMARY		MINI		TOTAL
	Male	Female	Male	Female	Male	Female	Male	Female	
Wellington	735	585	650	637	380	380	230	230	3,827
New Zealand	5,050	5,097	6,504	6,767	5,617	5,806	3,593	4,460	42,894
Wellington Region's Percentage of NZ Players	14.6%	11.5%	10.0%	9.4%	6.8%	6.5%	6.4%	5.2%	8.9%

In 2009 there were a total of 3,827 registered winter hockey players in the WHA, representing 8.9% of registered players nationally. With approximately 9% of the country's population living within the WHA's geographic area, Wellington's participation rate is broadly in line with the national average. However, as is evident in the table above, Wellington has a disproportionately high participation rate amongst open players and a very low participation rate amongst primary and mini players. This player profile represents a risk to future player growth in Wellington. This risk is not unique to the Wellington region, but Wellington's age profile is more skewed towards open players than the overall average for the main urban centres, as illustrated in the Table below.

Table 2: Profile of Hockey Players Amongst Major Centres

Association	OPEN		SECONDARY		PRIMARY		MINI		TOTAL
	Male	Female	Male	Female	Male	Female	Male	Female	
North Harbour	11%	13%	14%	19%	17%	14%	9%	4%	100%
Otago	14%	19%	17%	14%	19%	10%	5%	2%	100%
Auckland	14%	13%	18%	23%	11%	11%	5%	5%	100%
Canterbury	14%	13%	13%	15%	11%	19%	5%	11%	100%
Waikato	7%	7%	15%	16%	6%	8%	15%	26%	100%
Wellington	19%	15%	17%	17%	10%	10%	6%	6%	100%
Average for Major Centres	13%	13%	15%	18%	12%	12%	7%	9%	100%

Summer hockey has been developed in many parts of the country to fulfil a range of objectives including providing:

- turf owners with additional revenues to maintain and renew facilities
- an opportunity to attract new social players to the sport
- competitive players with the opportunity to maintain a level of match fitness.

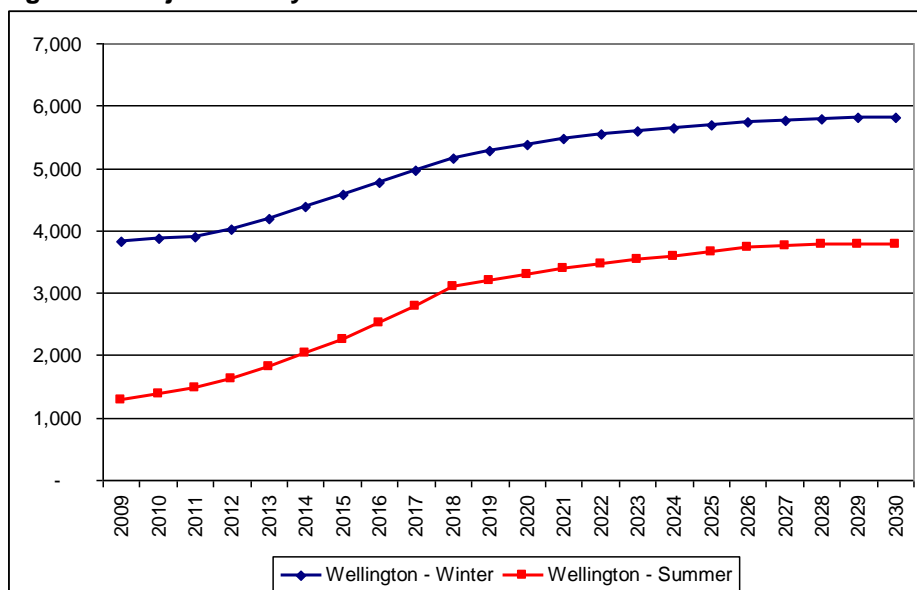
Summer hockey participation is relatively strong in Wellington with player numbers in 2009 estimated at 1,207, representing approximately 9.5% of player numbers nationally. Summer leagues were operating last summer on three nights per week at NHS, one plus a part of second night each week at Fraser and one night per week at Elsdon.

2.3. Growth Outlook

As part of Hockey’s Whole of Sport Strategy, Hockey New Zealand (HNZ) has established a target of having 65,500 winter hockey players in New Zealand by 2030. This equates to an average annual growth rate of 2% per annum over the next 20 years. This target is regarded by HNZ as being a realistic aspiration for the sport given the relatively low growth in recent years and the initiatives contained within the Whole of Sport Strategy to grow the profile and appeal of the sport.

As well as a national target, HNZ has also established Association-level targets based on current participation levels and projected population growth over the period, relative to the national average. The annual targets for the WHA are depicted in Figure 1.

Figure 1: Projected Player Numbers



The growth targets reflect S-curve growth with the strongest period of growth commencing from 2013 once HNZ's short-term growth initiatives take effect and additional turf capacity is available. Annual growth is projected to gradually slow from 2019 onwards as Hockey's share of organised sport participants increases and incremental gains become more difficult to achieve.

Growth targets for Wellington are summarised in Table 3 below.

Table 3: Projected Winter Player Numbers

Association	2010	2015	2020	2025	2030
Wellington	3,864	4,577	5,387	5,689	5,816

The target is for the Region to have 5,387 players by 2020, which is 41% above 2009 levels. By 2030, the target is for 5,816 winter players, a 52% increase on current levels.

2.4. Current Turf Provision

Artificial turf provision nationally has increased markedly over the last six years, with the number of artificial turfs increasing 47% from 47 in 2003 to 69 in 2009.¹

Wellington currently has 4 turfs (representing 6% of national supply) to which the Association has regular access for competitions and these are supplemented by access arrangements in relation to another six facilities. These six supplementary facilities are primarily used for practice purposes, but also for matches (in the case of the Kapiti and Wairarapa Turfs).

Wellington's four purpose-built turfs comprise two water turfs and two dressed turfs. This 50:50 split is in line with national profile of 52% water turfs nationally. The two water turfs are owned by Wellington City Council while the two dressed turfs are owned by NHST, which is a registered Charitable Trust. The Trust's facilities (including pavilion at NHS) are on land leased from the respective City Councils.

The six supplementary facilities utilised by the Association include:

- Wellington College
- Wellington Indian Sports Centre
- Wellington Indoor Sports Centre
- Newlands School turf
- Kapiti turf
- Wairarapa turf.

2.5. Current Turf Utilisation

The peak demand for turf time is the winter competition season. The occupancy of the 4 full size turfs during the winter season is very close to full capacity with only limited spare capacity at the margins of available time. The WHA schedules both game and practice activity at times which are less than desirable for players and officials.

The NHS is very near to full capacity and Fraser Park has only limited time available late on some evenings. Porirua has limited spare capacity which can be utilised through some increase in playing numbers. It should be noted that Porirua [has a smaller player catchment within reasonable distance of the turf than the other turfs.](#)

¹ Based on 2003 data provided by HNZ and 2009 data sourced from Hockey NZ and the Association survey.

Figure 2: Turf occupancy profile for typical winter competition week

	Monday				Tuesday				Wednesday				Thursday				Friday				Saturday				Sunday				
	NHS1	NHS2	Elsdon	Fraser	NHS1	NHS2	Elsdon	Fraser	NHS1	NHS2	Elsdon	Fraser	NHS1	NHS2	Elsdon	Fraser	NHS1	NHS2	Elsdon	Fraser	NHS1	NHS2	Elsdon	Fraser	NHS1	NHS2	Elsdon	Fraser	
6:30				6.45																									
7:00				1/2 t																									
7:30																													
8:00																					8.00	8.00	8.00	8.00	U13	U13	U11	U11	
8:30																					P2/3	8's	8.45	8.45					
9:00																					9.00	9.00							
9:30																					P2/3	P2/3	9.30	9.30	9.45		9.45	9.45	
10:00																					10.00	10.00	10.15	10.15			10.00		
10:30																					P1	P1							
11:00																					11.00	11.00	11.00	11.00	11.15		11.15	11.15	
11:30																					P1	P1	11.45	11.45			11.30		
12:00																					12.00	12.00							
12:30																					P1	P1	12.30	12.30	12.45		12.45	12.45	
13:00																					1.15	1.30	1.15	1.15			1.00		
13:30																					P1	P1							
14:00																											2.15	2.15	
14:30																					2.40	2.55	2.40	2.40			2.30	2.15	
15:00																					P1	P1							
15:30																										3.45	3.45	3.45	
16:00					4.00	4.00		4.00	4.00	4.00		4.00	4.00	4.00		4.00	4.20	4.20	4.20	4.20	4.00	4.15	4.00	4.00			4.00		
16:30							4.35				4.35			4.35							P1	P1							
17:00					5.00	5.00		5.00	5.00	5.00		5.00	5.00	5.00		5.00										5.15	5.15	5.15	
17:30							5.35				5.35			5.35			5.30	5.30	5.30	5.30	5.30	5.45	5.30	5.30			5.30		
18:00					6.00	6.00		6.00	6.00	6.00		6.00	6.00	6.00		6.00													
18:30																	6.40	6.40	6.40	6.40							6.45	6.45	6.45
19:00																					7.00	7.15	7.00	7.00			7.00		
19:30																													
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Legend

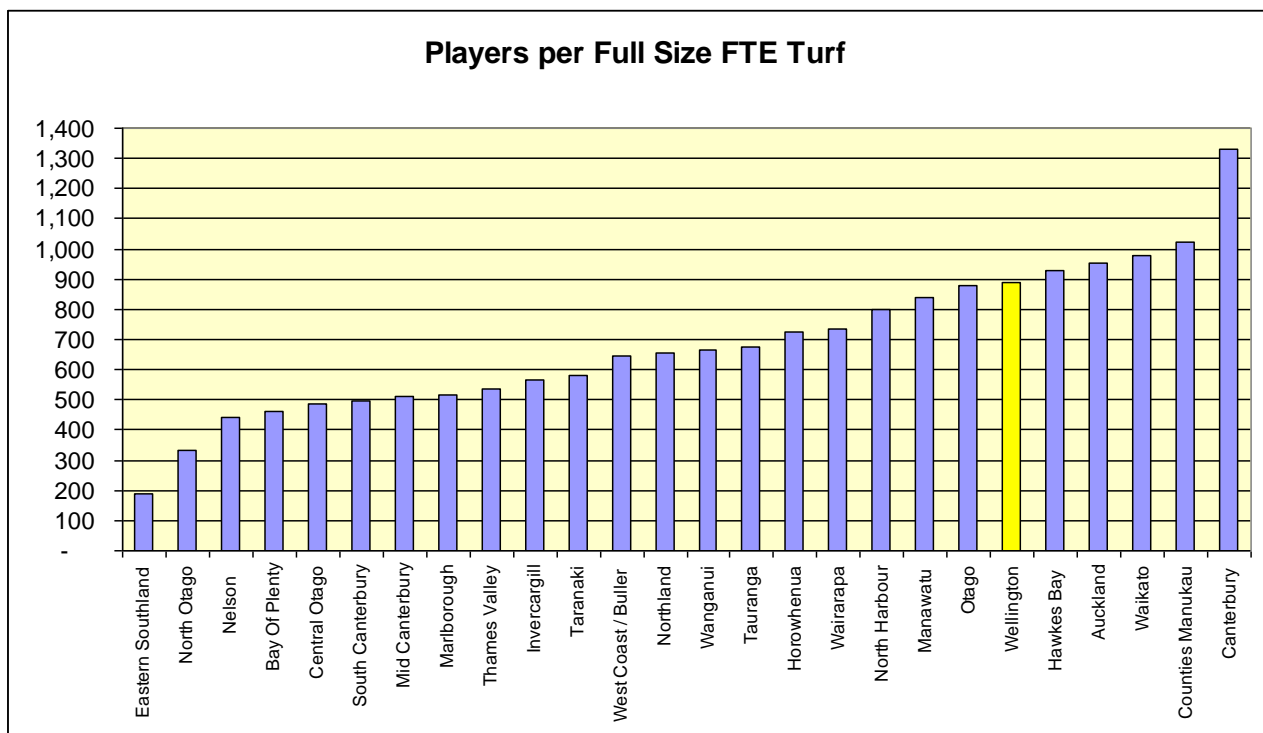
Primary School Comp	Secondary Practice	Open Grade Comp	Rep Practice	8's Hockey
Primary Practice	Secondary Comp	Open Grade Practice	Rep Games	Tournaments

2.6. Full Time Equivalent Turfs

The ownership and control of turfs does have significant implications for turf accessibility. For this reason, the concept of a Full Time Equivalent (FTE) Turf has been adopted to better assess turf availability. An FTE turf is defined as one that provides at least 54 hours of access per week to the local Association. This ensures access 4pm – 10pm weekdays and 12 hours per day on the weekends.

Nationally, the 69 available turfs equate to 57.9 FTE turfs. In Wellington, the four purpose-built turfs and six supplementary turfs have been assessed as equating to 4.5 FTE turfs.

Figure 3: Players per Full size FTE Turf in 2009

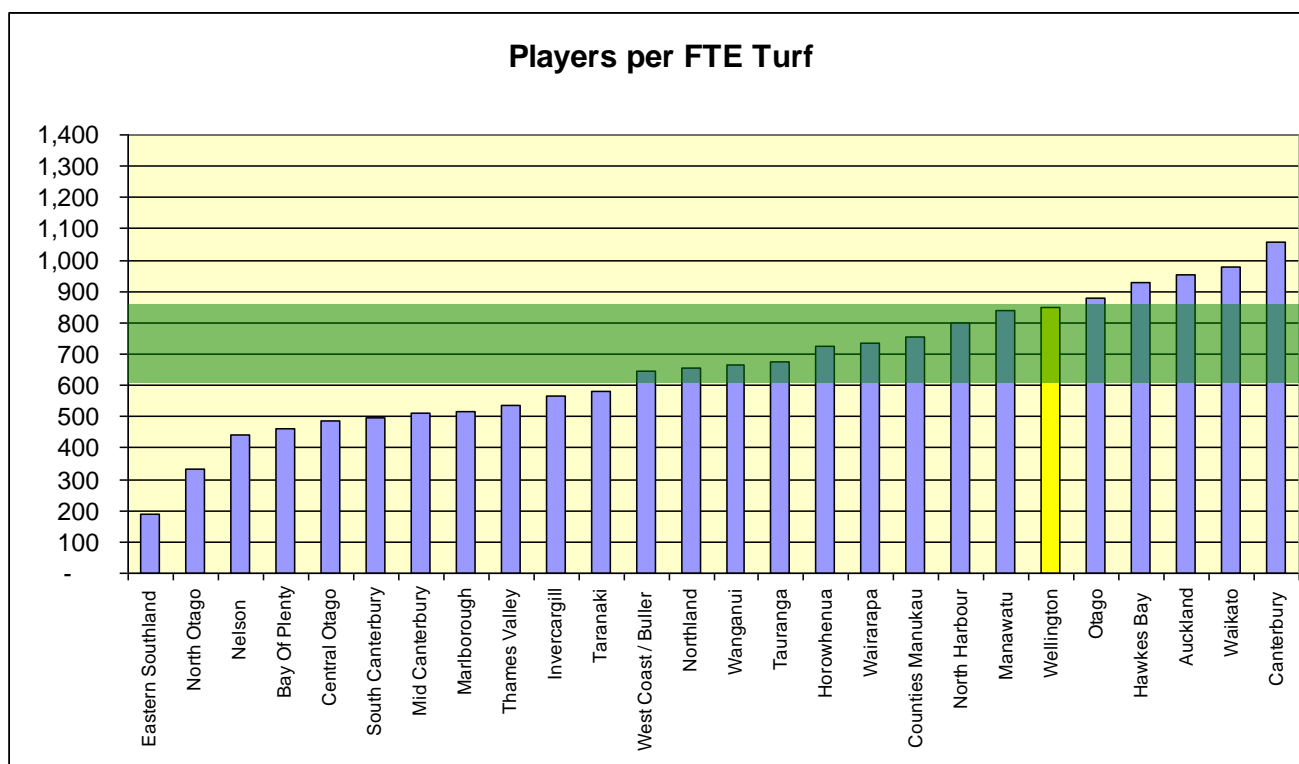


(Source: HNZ, Hockey Associations)

The very high player ratio per full size turf in both Canterbury and Counties Manukau has resulted in both of these Associations making extensive use of small sized turfs for junior competition as there is insufficient turf access on the full size turfs during suitable hours for junior matches. Wellington also, to a lesser extent, uses small sized turfs to cater for 4, 5 and 6-a-side junior matches. All 8-a-side (half turf) and 11-a-side matches are played on the full-size turfs.

The utilisation of these additional turfs improves the player:turf ratios for all three associations, as illustrated in the figure below.

Figure 4: Players per FTE Turf in 2009



(Source: HNZ, Hockey Associations)

The National Facility Strategy has identified that the sustainable number of players per turf is in the range of 600 to 850 winter players per FTE turf (the green shaded zone in chart above) and that this represents a manageable level of demand. The National Facility Strategy has, therefore, adopted 850 winter players per FTE turf as the desired threshold level or tipping point to initiate planning and development of an additional full size FTE turf. Wellington Hockey is at this tipping point. Above the 850 level it is likely that the demand management measures will significantly erode the quality of the Hockey experience for the playing membership including inconvenient match and practice times and enforced limits on competition sizes.

2.7. Demand Management Techniques

Wellington Hockey is managing turf demand through the following techniques:

- Placing a limit on the number of teams per club for P1 grade only. (It should be noted that presently there are insufficient players of an appropriate standard to sustain more teams in both the Men’s and Women’s P1 competition)
- Expanding the number of days per week on which competitions are held
- Expanding the number of hours per day in which competitions are held.
- Reduced the time allocation for practices by a third from 1 ½ hours to 1 hour to free up more turf time for games

These demand management techniques are arguably reasonable measures for WHA to optimise asset utilisation. However, the concern, as it is with other Associations in a similar situation, is that these measures can

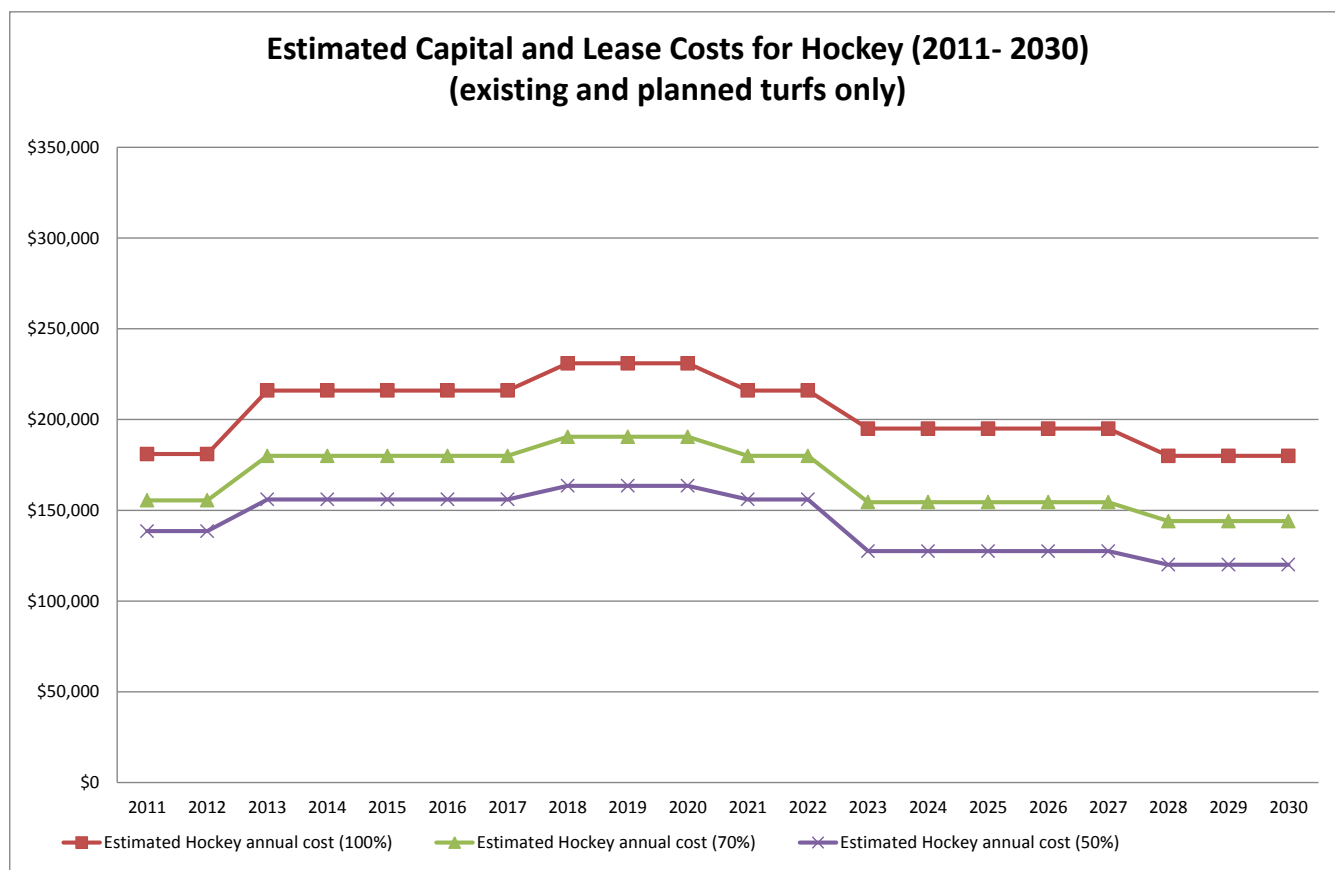
compromise the hockey experience and deter some potential players from joining the sport as well as contributing to some existing players leaving the sport.

2.8. Cost of Maintaining Supply of Turf Facilities

The cost burden of maintaining the supply of the existing turfs utilised for Association competitions in the Wellington Region is significant. Over the last three years, Hockey in the Wellington Region (including the Association, its member clubs, and schools) has paid an average of \$330,000 per annum in turf hire fees to the NHST for practices and matches. Of this amount, approximately 35% is incurred by the Association in relation to representative practices and primary and secondary school competitions. The greater proportion is contributed directly by clubs and schools in relation to practices and the open grade games. NHST, to ensure it has sufficient funds meet the cost of new turfs and replacement turfs and pads, charges all users of the turfs i.e. user pays.

The chart below summarises the projected financial resources required to renew the existing 4 turfs (including NHS lease costs) and install and renew the planned turf at Upper Hutt over the next 20 years. The table of amounts is in the appendix. NOTE: All amounts in the chart and table are in 2010 dollar values and no adjustment has been made for inflation.

Figure 5: Renewal and Development Costs of Existing and Planned Turfs for Wellington Hockey (2011 to 2030)



The 50% and 70% scenarios provide a prudent range for capital contribution by Hockey (the WHA, member clubs and schools) to NHST share of capital and are based on a combination of:

- The track record of Hockey in contributing through user charges to build capital reserves of NHST for contributions to new turfs
- The track record of the NHST in obtaining grants and Council contributions for past developments

- The current planned development at Upper Hutt
- Trends in funding available from third party funders for sport

2.9. Funding Cost of Proposed New Turfs

As summarised in section 2.8, the estimated capital cost of re-carpeting and replacing shock pads of existing turfs and installing and then maintaining definite new supply is estimated to be in excess of \$4.1 million over the next 20 years.

In addition to the above \$4.1 million there will be the cost of construction and renewal of the minimum additional 1.3 FTE turfs required in the Wellington hockey network over the next 20 years. The cost burden of these additional facilities to Wellington hockey will depend upon the ownership of the facilities. However, the total additional development and maintenance costs (in 2010 dollars) associated with these 1.3 FTE turfs would be:

Table 2: Cost of Additional FTE Turf Requirements

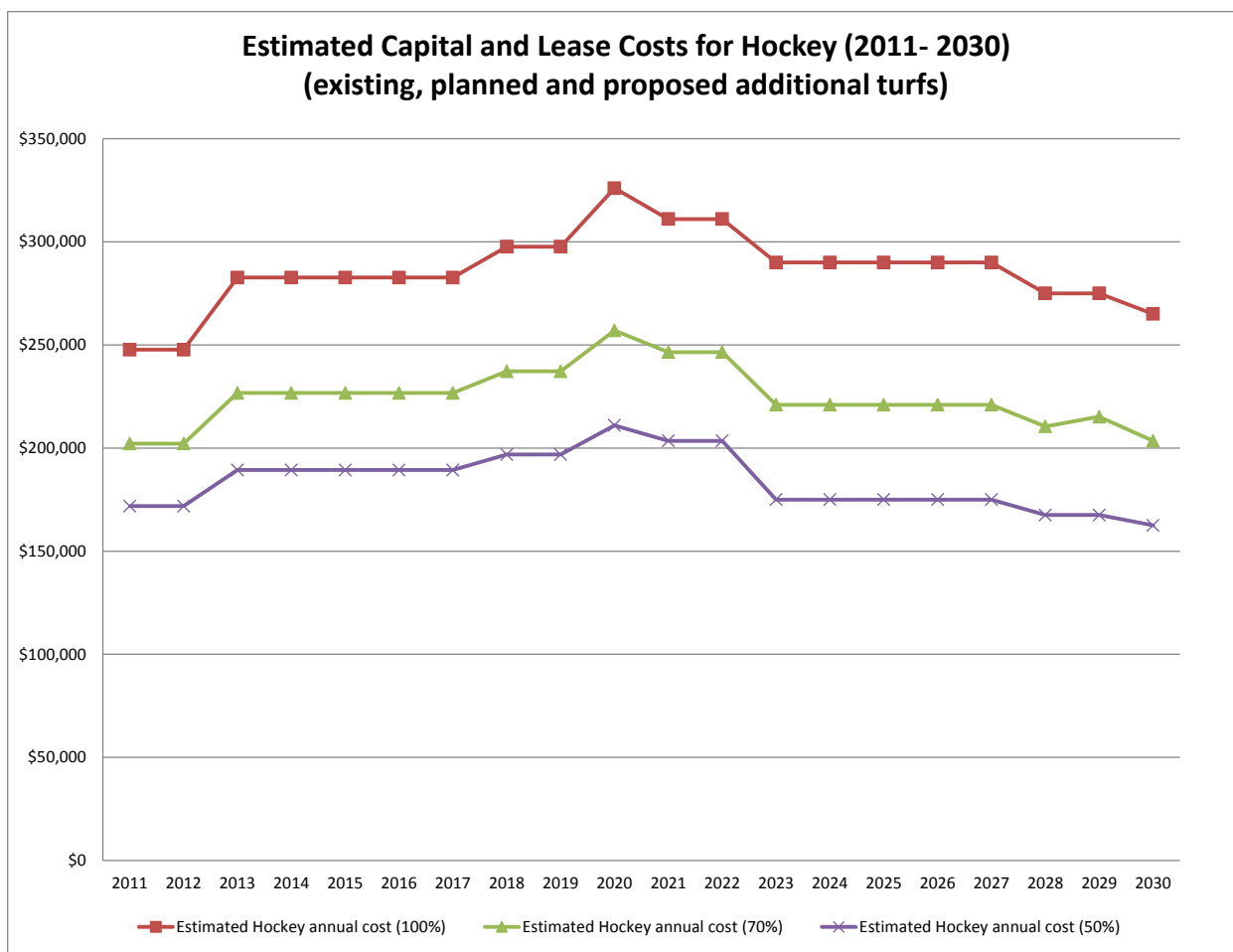
	2020	2030	Total
Turf 1			
Development	1,500,000		1,500,000
Renewal		350,000	350,000
Turf 2			
Development		1,500,000	1,500,000
Overall Total Cost	1,500,000	1,850,000	3,350,000

While the total cost is \$3.35 million, it is assumed NHST will contribute 40% of the development cost and fully fund the on-going renewals. On this basis, the total cost to NHST will be \$1.55 million over the 20 year planning period.

The chart below summarises the projected financial resources required to renew the existing 4 turfs (including NHS lease costs) plus install and renew the planned turf at Upper Hutt and the two proposed additional turfs over the next 20 years. Again the 50% and 70% scenarios are used to provide a prudent range for capital contribution by Hockey (the WHA, member clubs and schools) to NHST's share of capital. The table of amounts is in the appendix. As can be seen the annual cost peaks at just under \$330,000 (100% Hockey funded) in 2020 with completion of the first of the proposed additional turfs. This is the amount currently paid by Hockey (including the Association, its member clubs, and schools) in turf hire fees to the NHST for practices and matches.

NOTE: All amounts in the chart and table are in 2010 dollar values and no adjustment has been made for inflation.

Figure 6: Renewal and Development Costs of Existing, Planned and Proposed Additional Turfs for Wellington Hockey (2011 to 2030)



2.10. Club Practice Facilities

The Club Survey identified that the majority of clubs that responded (63%) use one of the satellite turfs in the region as their primary practice surface.

Table 15: Club Practice Facilities

Practice Facility	Primary Practice Surface	Secondary Practice Surface	Tertiary Practice Surface
Hub Facility	12.5%	20%	0%
Satellite Turf	62.5%	20%	0%
Multi-Purpose Turf	25.0%	40%	0%
Grass	0%	20%	0%
Indoor Gym	0%	0%	100%
	100%	100%	100%
Total Respondents	8	5	1

Sixty three percent of the clubs supplement the primary practice facility with a secondary facility. There is a much lower propensity to utilise purpose-built hockey facilities as secondary practice surfaces with the majority of respondents (60%) using either grass or multi-purpose turfs. This trend away from purpose-built facilities is also evident in the choice of tertiary practice surfaces with the only club using a tertiary surface using an indoor gym.

These practice facility usage patterns reflect a range of factors including:

1. very limited availability of purpose-built turfs (especially hub facilities)
2. a desire for some to practice at facilities located closer to home
3. the variety of practice needs including gym / fitness work as well as stick-in-hand practice sessions.

Most clubs operate on the basis of annual hire arrangements for practice facilities but the majority signalled a preference for multi-year access arrangements to provide greater certainty.

2.11. HNZ Venue Specification & Accreditation

As part of the National Facilities Strategy, HNZ is developing a comprehensive venue specification schedule for all international tests and tournaments and major domestic tournaments.

The schedule will establish clear minimum facility requirements for the different levels of tournament play so as to improve the quality of major tournaments and ensure Associations and Trusts have clear guidelines to assist them in their asset management planning.

HNZ will be seeking endorsement from Associations for the specification schedule and will then embark on a process of inspecting facilities and accrediting them at the appropriate level.

HNZ over time wishes to develop a hierarchy of venues at national, regional and Association level that mirror the distribution of games and tournaments as outlined in the national events strategy (to be developed)². The provision of ancillary infrastructure³ to host events can be expensive, particularly if repeated installation and breaking down of temporary infrastructure occurs.

This is not a “one size fits all” approach. HNZ intends to encourage Associations to deliver venues that are capable of meeting the specification for turf and ancillary infrastructure that matches their aspirations and the Event Strategy.

² The Events Strategy is currently under development as part of the Whole of Sport Plan.

³ Ancillary infrastructure can include VIP facilities, spectator seating, toilets, media facilities, video towers for recording and analysis purposes

3. Situation Analysis

Having reviewed the current situation facing Hockey in the Wellington Region, there are issues driving a variety of implications that need to be addressed if the sport is to grow in a sustainable manner over the next 20 years.

3.1. Funding of Facilities

Since the move from grass to artificial turf, which commenced in Wellington with development of the NHS in the late 1980s, Hockey has developed into a sport that primarily owns the facilities that it utilises. While ownership of facilities has provided Hockey with a level of control that many Associations enjoy, it does result in a significant financial burden in relation to both the ongoing operation of the facilities as well as the periodic renewal and maintenance.

Currently many of the grass turf sports that compete for new participants with hockey such as rugby, rugby league and soccer in the winter and touch in the summer are enjoying Council subsidies of between 90 percent and 100 percent of the cost of maintaining and operating these facilities. Wellington City has settled on 40% cost recovery from the newly developed artificial turf fields designed primarily for use by football and rugby. The cost recovery level includes all costs of maintenance and renewal.

Currently few Council subsidies are provided for the operation of artificial hockey turfs in the Wellington region. The Fraser Park and Elsdon Park turfs the NHST is responsible for all maintenance. However, at NHS Wellington City Council has taken responsibility for most maintenance except replacement of floodlight globes, cleaning and grooming of turf. It should be noted that Wellington City Council has in the last couple of years reduced the level of subsidy on the cost of water for the water turfs. Prior to the development of artificial turfs Councils incurred significant costs in maintaining grass turf fields.

Ownership is a mixed picture as follows:

- Elsdon turf is owned by NHST. Porirua City Council provides the land for the turf and has provided access to the toilet and change (but not the upper level lounge because of a pre-existing lease contract) of the adjacent pavilion building at a peppercorn rental.
- NHS turf and pavilion are owned by Wellington City Council.
- The NHST owns the turf and pavilion at Fraser Park.

Renewal funding is a mixed picture as follows:

- Porirua City Council has made no provision for a contribution to renewal of the Elsdon Park turf in its LTCCP and indications from Council management is that a contribution is unlikely as the facility was funded through the Shared Responsibility Scheme which has no provision for renewal funding. The NHST, on advice from Council officers, has not formally approached Porirua City Council for a contribution at this stage.
- NHST pays a lease amount (currently \$61,000 plus GST per annum) as the contribution of Hockey to the cost of renewal and most of the costs of maintenance of the two turfs (currently \$30,000 plus GST per annum per turf) and pavilion (currently \$1,000 plus GST per annum) at NHS. Wellington City Council as the owner controls the timing of renewals and maintenance.
- Hutt City Council has contributed a quarter of the cost of the renewal of the turf carpet at Fraser Park in 2009. This funding was a grant of \$100,000. Future renewals will require an application from NHST with the related higher risks with this type of funding arrangement compared to the Wellington City lease arrangement.

Hockey is currently in a similar position to tennis and netball, which have traditionally had to self-fund most of their facility costs. Many indoor sports using relatively expensive facilities receive Council subsidies of between 10% and 70% of the costs of maintaining and operating their facilities.

The total turf development and renewal cost for existing and definite new turfs in the Wellington Region is estimated to be \$6.8 million over the next 20 years.

The requirement for hockey to fund the development and maintenance of facilities has a significant impact on player subscription costs, as illustrated in the table below. While it appears hockey cross-subsidises junior and youth subscriptions to make them more competitive with rival codes, there is a clear and significant difference between subscription costs for senior hockey players and senior players of other major winter sports codes.

Table 3: Relative Cost of Subscriptions – Selected Wellington Sports Codes

Sport	Adult	Youth	Junior
Hockey	\$360	\$100	\$80
Netball	\$170		
Football	\$200	\$100	\$60
Rugby	\$100	\$45	\$45

This comparison illustrates hockey’s registration fees are comparable to other sports at the junior and youth level but are significantly higher at the senior level. This phenomenon has significant implications in terms of retaining players as they progress through the sport and in terms of attracting new adult players to the game. It should be noted that as more artificial turfs are developed in Wellington and the move by Councils to charge for usage (per Para 3.1 above) the subscription costs for Rugby, Football etc are likely to rise.

Traditionally, the NHST has also obtained funding support from contestable funds administered by third parties such as the New Zealand Lottery Grants Board and philanthropic trusts. However, the contestable nature of these funds means there is inherent uncertainty as to the quantum and timing of any support, which creates difficulties for prudent asset management. Furthermore, many of these funding sources (e.g.: New Zealand Lottery Grants Board) will not provide funding support to facility developments that are likely to result in subsequent funding applications for maintenance and renewal. In other words, the funders are looking to assist projects that will be self-sufficient in the long term.

The prudent approach for planning by turf owners is, therefore, to incorporate the future renewal costs (on pro rata of projected hockey contribution) into their turf hire fees with resultant impacts on the cost to play.

3.2. Asset Management Planning

Asset management planning is a vital element in assuring the value of assets owned by the NHST and the continued delivery of the expected level of service of Hockey as specified in the asset management plan (AMP). Asset management planning is a mixed picture as follows:

- Neither Porirua City Council nor Hutt City Council have at any time requested either formally or informally an AMP. NHST has its own schedules and plans which it works to which have not been sighted by the authors.
- The NHST has its own schedules and plans which it works to which have not been sighted by the authors for the Elsdon Park turf. During consultation, Council management stated an expectation that an AMP will be completed by NHST in the short term and shared with Council.
- The NHST has not developed a formal AMP for the Fraser Park turf and pavilion.
- Wellington City Council as the owner controls the timing of renewals and maintenance. Council is currently reviewing its AMP for the turfs and pavilion. At present works are scheduled on a 10 year cycle as follows:

- No. 1 turf carpet and shock pad renewal in 2010/11 (cost of \$550,000) and turf carpet replacement will be scheduled for 2020/21
- No. 2 turf carpet and shock pad renewal in 2016/17 with drainage issues to be addressed at this time and turf carpet will be scheduled for 2026/27
- NHS Pavilion has recently had exterior works completed and WCC is locked into a programmed maintenance contract under its building portfolio for other maintenance. No works (or funds) are currently planned for further development of the Pavilion.

The absence of AMPs for assets owned by NHST means the RIP has had to take a high level approach to forward funding.

3.3. Facility Provision

On this basis of FTE Turf analysis in section 2.6, Wellington is currently outside the maximum desired level of players per turf and requires an additional 1 – 1.5 FTE turfs to enable improved player demand management and facilitate player growth in the area. The NHST is at an advanced negotiation stage for the development of a full-size turf as part of a major sporting hub development at Maidstone Park in Upper Hutt. This represents the only definite new turf supply prospect in Wellington area. The NHST is also a stakeholder in a potential Sportville hub development at Fraser Park in Hutt City. A second full size turf should be part of this development. NHST has begun allocating funds towards the costs of this project at Fraser Park. It should be noted that Hutt City Council, when the Fraser Park turf was initially installed committed to reserving space for a second turf alongside the then new turf. Council subsequently found when NHST approached it to move on the second turf that it had allocated the space to another code. For this reason the turf at Elsdon Park, Porirua was progressed.

Another aspect related to the current low level of provision is the existing geographic distribution of turfs is not well aligned with the location of hockey players. The resultant impact on travel distance and time for players to attend practices and matches is significant. This issue is most acute for players scheduled to play at the NHS. The NHS which has all of the water turfs in the region. The extreme southern location of the NHS means most of its users need to traverse Wellington where traffic congestion tends to be most problematic. This issue is most acute for premier grade players and officials from northern part of the WHA region, particularly Upper Hutt.

3.4. Facilitate Growth of Hockey

Winter player numbers in the Region are projected to lift from 3,827 in 2009 to 5,816 by 2030. Over the same period summer player numbers are projected to lift from 1,277 to 3,781. This growth in player numbers will necessitate increased turf supply over and above those that will definitely be provided in the next 2 – 3 years.

Table 4: Future FTE Turf Requirements

	2015	2020	2030
Projected Winter Players	4,577	5,387	5,816
Required FTE Turfs to Maintain 850 Player Ratio	5.4	6.3	6.8
Current FTE Turfs (Including Definite New Supply)	5.5	5.5	5.5
Additional FTE Turfs Required	0.0	0.8	1.3

The indicative modelling suggests there will be a need for 1.3 additional FTE turfs in the Wellington Region over and above definite new supply (the turf at Upper Hutt) in the next 20 years in order to ensure minimum turf: player ratios are maintained. Of these 1.3 additional FTE turfs, 0.8 will be required by 2020, and a further 0.5 by 2030.

A turf development scenario that would provide the necessary additional turf capacity is summarised in the table below.

Table 5: Capital cost of Additional Turfs to Meet Projected Growth

Year	Turf	Project	Cost
2019	FTE Turf	New Turf	\$1,500,000
2029	FTE Turf	Re-Carpet	\$350,000
	0.5 FTE Turf	New Turf	\$1,500,000
Total			\$3,350,000

This demonstrates that two new turfs might be required to provide the necessary capacity of 1.3 FTE turfs and the total funding cost for development and maintenance over the twenty year planning period would be approximately \$3.35 million.

Another important consideration in the development of additional turf capacity is the optimal location for new capacity to both address current weaknesses in the distribution of turfs and to anticipate future population growth areas. Key opportunities that need to be considered in this regard include:

- possible partnership development of full-size turfs on strategically located school land potential locations identified by the PWP include:
 - Wellington College (central city)
 - Onslow College or Newlands College (northern suburbs)
 - Rongotai College (eastern suburbs)
- possible partnerships between clubs and schools in development of part-size turfs as overlays on hard court areas for practice and junior grades
- development of under-utilised recreation spaces (e.g.: former bowling club land)
- hub developments with other sports utilising shared change / social facilities (e.g. Fraser Park Sportville initiative).

3.5. Provision of ancillary facilities and services

Another important aspect of provision is those facilities and services that support the turf and social interaction for the hockey community. These facilities include toilet and change facilities as well as lounge facilities with food and beverage services. These were formerly provided at parks and operated as the clubroom for the home club. With the advent of centralised artificial turfs the ancillary facilities are now shared by several clubs. In addition, these facilities at NHS and Fraser Park are now under the control and management of the NHST. Elsdon has change and toilet facilities but presently no access to the lounge for hockey.

Feedback from clubs is providing suitable and attractive venues for social interaction is a significant issue with evident levels of dissatisfaction. The feedback includes issues with:

- the service provided is not contemporary i.e. traditional bar rather than café style hospitality offerings
- lack of sense of ownership or “home” for club members through lack of club memorabilia on display and lack of control
- the lounges are not welcoming and presentation is “tired” and in need of refurbishment

Hockey NZ also has raised concerns regarding the limitations of the present facilities at NHS to host VIP and corporate supporters. The role of Wellington City Council as owner of the HNS facility and the fact the turfs are on Town Belt reserve land with all the planning implications need to be borne in mind as NHST has found numerous times when it or Council has been asked to carry out various projects.

The cleanliness and quality of change facilities was an evident issue. Four clubs were dissatisfied with cleanliness at Elsdon and Fraser Park and three regarding the quality of the change facilities at these venues. Three schools out of six who responded to the questionnaire and were regular users of the NHS were dissatisfied with the quality and cleanliness of the change facilities. The cleanliness of the change facilities at Elsdon Park was an issue for one of the three schools that used this facility whilst two had issues with the quality of the change facility. Porirua City Council controls the cleaning of the changing facilities. The changing facilities are used by many people some of whom are non-hockey users of which hockey has no influence as to the state they leave the facility.

3.6. Competition from Schools

The Wellington Region has a relatively low level of turf provision by schools, both public and private. If left unmanaged, future development of turfs by schools is a threat to the NHST (and WHA) from two perspectives. First, in many instances elsewhere in New Zealand schools have secured third party funding support from the same funders as Associations and this can result in diminished funds available for NHST developments. Second, as schools seek revenue streams to maintain their facilities, there is the potential for them to offer pay-for-play modules in competition to the WHA, thereby reducing the NHST's revenue streams and threatening the viability of the existing turf facilities.

Currently, the WHA does not have a high degree of control over the development of new artificial surfaces within the Region. The WHA does have a degree of influence when endorsement is sought in support of applications for capital grants from funders and some influence where income from WHA competition use is essential for financial viability. However, any developments that do not require endorsement from or commitment to use by the WHA can proceed without its involvement. There is a concern that in the event that a school seeks to attract outside use to its turf then this could threaten the viability of the NHST turfs that are needed by WHA to operate its competitions.

Common issues encountered elsewhere in New Zealand associated with School turfs include:

- Schools only allowing use for home matches (i.e.: no games involving neutral teams)
- Girls schools not wanting boys / men's matches
- Absence of lights precluding evening use
- Resource consent restrictions effectively precluding non-school use.

These issues can result in a perception that there is a higher level of hockey turf provision when, in actual fact, WHA access is limited. This situation is well illustrated in the Auckland Hockey Association area where there are currently seven full size (or very similar) school turfs, which are only providing access to AHA equating to 2.07 FTE turfs. Perhaps significantly, the four public school turfs are providing 1.92 FTE turfs, while the five private school turfs are providing 0.15 FTE turfs. While these school turfs are only providing limited access to AHA, they are competing for available development and maintenance funds.

The Wellington region has the potential for a similar situation to emerge if development is not carefully managed through building strong relationships with schools, Councils and other funders. A case in point is the development of a part size multi-purpose artificial turf at Tawa College which had no involvement of WHA or NHST. The surface is likely to have some impact on use of the Elsdon turf but the absence of suitable flood lighting currently limits its use by Hockey.⁴

⁴ Recently completed surface accommodating 4 tennis courts.

3.7. HNZ Venue Specifications

The HNZ Venue Specifications provide facility owners with very clear minimum facility requirements for different levels of competition play. WHA needs to ascertain its aspirations with regard to hosting of domestic and international tournaments and assess current facility short-comings relative to the minimum specifications.

The current standard of the NHS facilities means that Wellington is already well positioned to cater for domestic and most international tournaments. This includes the national master's tournament where the requirement is for either 3 on-site turfs or 2 on-site with a third within a 30 minute commute i.e. Fraser Park and/or Porirua.

Possible areas of further investment at the NHS facility for international tournaments might include:

1. improved VIP and corporate host facilities
2. improved lighting to provide 1000 lux
3. provision of video towers
4. appropriate player lounge facilities
5. appropriate media / communications facilities
6. electronic score board
7. additional seating capacity (particularly covered seating including for VIP/corporate seating).

NHST (in conjunction with WHA) and Wellington City Council will need to develop appropriate asset management plans that allow for financially sustainable development.

4. Infrastructure Strategy

The RIP is intended as a living document. The intention is to annually monitor the progress of implementation of the RIP and make adjustments as required.

4.1. Governance and Management of Facility Provision

4.1.1. Infrastructure Goal

Integrated and cohesive planning and management of facility provision for Hockey in the Wellington region.

4.1.2. Strategy Description

The NHST has been and is tasked with providing the facilities needed by the WHA to progress the development and growth of hockey in the Wellington region. This requires effective joint planning to ensure facilities are provided in a timely and sustainable manner. The current arrangement of the NHST Management Committee is

dysfunctional because of evident and entrenched disparate views between WHA and NHST. The Management Committee has not been operating as an effective interface for a number of years and this has led to several issues arising and in the view of the authors requires their resolution including:

- disjointed planning between WHA and NHST regarding facility developments
- lack of cohesive advocacy by Hockey with third parties regarding facility developments
- less than optimal communication between the WHA, its clubs and NHST regarding the true costs of provision and user charges

Strong alignment of interests between the WHA and the NHST is vital for the optimal development of the sport in the Wellington Region. This alignment should be present in the governance arrangements of the two organisations. The current independent decision-making has resulted in perceptions developing of a lack of transparency between the organisations and a lack of understanding as to why strategic decisions are being made.

As the facility owner, the Trust has an over-riding objective to be prudent and ensure it has necessary funds in place to maintain and replace facilities as required to meet evident demand. This objective could extend to constraining facility supply in order to maximise revenue generation off existing facilities to maintain viability while avoiding the additional costs of maintaining and renewing new facilities. This requires careful balancing between the prudent financial objectives of the Trust with the objectives of the Association to invigorate and grow the sport by making it more accessible to a larger number of people through more accessible turfs.

Given the current lack of alignment between the two organisations at the governance level, there is a real risk of the two organisations failing to optimise the outcomes for hockey in the Wellington. To maintain momentum in facility planning and development, it is proposed that the joint PWP will be replaced with a joint Facility Steering Group (the Steering Group) as an interim measure whilst governance issues are resolved. Its role is to drive the implementation of the RIP and to resolve the existing governance and management issues that sit at the interface of facility provision and delivery of hockey in the region. It is proposed that the Steering Group has an independent chair appointed by Sport Wellington Region.

A regular review of the RIP should be established by the Steering Group. The completion of the RIP review will be prior to the major 3-yearly review by the four Councils of their respective LTCCPs to enable effective advocacy for Council funding support for hockey facilities.

4.1.3.Key initiatives

1. That WHA and NHST resolve to work positively with each other to review the governance and management of facility provision for Hockey in the Wellington region
2. WHA and NHST agree that the PWP be replaced by the Facilities Steering Group as an interim arrangement with membership to comprise an independent chair, 2 representatives from NHST, 2 from WHA, 2 from clubs and serviced by WHA
3. The Steering Group functions are to:
 - Drive the implementation of the RIP
 - To monitor implementation of the RIP
 - To report to WHA and NHST 6 monthly on progress and outcomes
4. A full review of the RIP will be undertaken by the Steering Group every three years

4.1.4.Key Performance Indicators

- i. Complete the governance and management review by June 2011

- ii. The Steering Group be retained until a replacement structure is in place
- iii. A minimum quarterly meetings of the Steering Group are undertaken
- iv. Implementation of the RIP is monitored and reported by the Steering Group to the NHST and WHA on a 6 monthly basis
- v. A full review of the RIP will be undertaken by the Steering Group in 2014 and from then on a three yearly review cycle

4.2. Network Approach to Facility Development

4.2.1. Infrastructure Goal

Utilise satellite facility provision to ensure necessary facilities are locally accessible to hockey.

4.2.2. Strategy Description

Hockey has a competitive advantage in using artificial surfaces because it is rarely if ever cancelled due to weather. In addition, territorial authorities in metropolitan centres (including Wellington City) are starting to replace soil fields with artificial surfaces for football and rugby usually because of demand outstripping capacity in particular localities with high land costs or no additional land available. There is both an opportunity (for a better deal on cost of provision through direct comparison with football and rugby) and a threat (because all weather capacity of these codes will grow). Please refer to Appendix 6.2 on page 32 for further background on multi-purpose surfaces.

A disadvantage for Hockey is the need to travel further to play and practice than most of the other field sports. This adds greatly to the time and cost of playing Hockey, particularly for families with more than one hockey player.

Wellington has a well developed hub in the NHS and has spoke turfs in Hutt City and Porirua City. The addition of the planned turf at Upper Hutt will complete the major spokes in the wheel. However, further development of spoke facilities to improve accessibility in parts of Wellington City in response to school dissatisfaction with access to the NHS turfs will be needed.

Full-size satellite turfs should have assured Association access through a long term legally binding agreement. The WHA and NHST should seek partnerships with Local Government and schools or sports clubs to reduce the financial burden on hockey players of these satellite turfs. Schools needing external funding support are natural partners. Satellite turfs provide a more localised base for a club and provide for practice and some junior competition. The local club (or clubs) should be a major beneficiary from these partnerships and in many instances should be the local champion for the proposed partnership and project with the WHA and NHST in a supporting role.

Many of these satellite surfaces could be part size such as an overlay on hard courts. An added value benefit of locating turfs in schools is it raises the profile of the sport (particularly exposing students from non-hockey families to the sport. The turfs presence should ensure a strong following of Hockey in the school and in time strengthen the player base of the local club or clubs.

The Steering Group needs to foster relationships with strategically located schools (including tertiary institutes). The benefits of cultivating these relationships include:

- With multi-sport turfs, the Steering Group could influence the turf specifications to deliver surfaces that are more suitable for hockey
- With dedicated hockey turfs, the Steering Group with support from HNZ, could help inform their clubs and the school on the most suitable turf type and secure access arrangements that work for both the schools and the WHA
- The Steering Group, with support from HNZ, could also help foster stronger relationships between schools and the local Hockey club or clubs, thereby strengthening the flow of players into the club structure and assisting to grow the game. This could include partnering in the development of turf for use by school, club and when full-size turf by Association for competitions.

A similar approach with tennis and bowls could also be pursued.

4.2.3. Key initiatives

1. Steering Group to pursue, as its highest priority, an additional turf at Maidstone Park in Upper Hutt.
2. Steering Group to facilitate investigations with Wellington City Council regarding further turf provision opportunities in Wellington City including potential partnerships with schools, tennis and bowls clubs
3. Steering Group to secure land for an additional turf at Fraser Park and consider the option of a shared social facility as part of the Fraser Park Sportville initiative
4. Improve accessibility of sport at the entry level by allowing entry level hockey activity to be delivered locally on a range of appropriate surfaces
5. Make greater use of non-hockey funded surfaces for practice and some junior competitions when NHST owned/leased turfs are fully occupied during their useable hours

4.2.4. Key Performance Indicators

- vi. An additional turf operational at Maidstone Park in Upper Hutt by 2013
- vii. Analysis for additional turf in Wellington City completed by December 2012
- viii. Steering Group has secured a land option for a additional turf as part of the Fraser Park Sportville initiative by 2013

4.3. Develop Social Facilities and Services

4.3.1. Infrastructure Goal

Utilise spoke facility provision to ensure necessary facilities are locally accessible to hockey.

4.3.2. Strategy Description

In seeking to improve the overall appeal of the sport and attract a broader player base, Wellington will need to provide comparable levels of service at pavilions alongside turfs to those provided in commercial hospitality facilities in. Feedback indicates that the current level of service is not at an appropriate level. Development and regular refurbishment of suitable scale pavilion facilities to provide an attractive setting for social interaction is an essential element in retaining players (and their supporters) in hockey. The move towards centralised facilities has resulted in the weakening of the social culture within many hockey clubs around the country. In some Associations this has been exacerbated by the absence of or limited pavilion facilities at the centralised venue. In

seeking to improve the overall appeal of the sport and attract a broader player base, further investment in pavilions and associated social facilities will be important.

4.3.3.Key initiatives

6. Steering Group to review and enhance existing pavilion hospitality services at the NHS
7. Enhance the social experience of Hockey through advocating to Wellington City Council for investment in the pavilion facility at NHS
8. Enhance the social experience of Hockey through encouraging Club investment in social facilities at Fraser Park
9. Enhance the social experience of Hockey through advocating to Porirua City Council for access to the existing lounge at Elsdon Park or provision of an alternative venue with view of the turf. (PCC has advised NHS this is likely to happen once the term of the existing commitment has expired.)

4.3.4.Key Performance Indicators

- ix. Steering Group to review hospitality services at Hockey venues by February 2011
- x. Steering Group in conjunction with WHA and Wellington City Council review the existing pavilion and hospitality facilities at NHS by March 2011
- xi. Steering Group to enhance hospitality services at Hockey venues by March 2011
- xii. Steering Group subject to Wellington City Council approval plan the refurbish the existing pavilion and hospitality facilities at NHS by June 2013

4.4. Develop Partnerships with Schools

4.4.1.Infrastructure Goal

Identify strategic locations for additional satellite turfs that can be developed at reduced financial cost to Hockey.

4.4.2.Strategy Description

Reducing the cost burden on the Hockey community needs to be a key initiative to make the sport more attractive. This can be done through successfully advocating for a better deal from Local Government and through using turfs provided by others such as schools and multi-purpose surfaces. The mechanisms and proportion of Hockey's contribution toward the capital funding of turfs (development and renewal) varies hugely around the country and between turfs in the Wellington area. However, in Porirua City and Hutt City the cost burden on Hockey is significantly higher. The result is that the costs are still significantly higher for Hockey than the sports that it identifies as its competition for recruiting players to grow the sport.

In general, schools are well located within local communities and have a need to provide physical education, sport and recreation facilities to meet their education outcomes.

The introduction of the new policies and practices by the Ministry of Education (MoE) provide greater opportunity for increasing the number of community-school partnerships and the development of new dual-use and dual-provision arrangements. Primary schools are looking to develop more multi-purpose facilities, as most schools are deficient under

the new MoE *School Property Guide (Primary)*. This will mean the conversion of existing facilities, such as hard courts to multi-use surfaces, to meet both school and community needs is in the hands of the school BOT. Primary schools are more likely to provide facilities that will meet local, rather than sub-regional, needs.

Secondary schools have enjoyed greater levels of autonomy in property matters than primary schools in the past and have developed a number of key facilities that feature significant community use. Schools are increasingly looking to increase the reliability of curriculum delivery to their students. Many schools use their artificial surface as an outdoor classroom for the delivery of the physical education curriculum. Tawa College and HIBS have developed part-size turfs and these facilities to date have not had use by the WHA.

Schools have obvious potential as development partners. However, there is also potential with tennis and bowls clubs and other community groups. Generally these partnerships will be for local purposes such as practices by club teams and nursery level hockey. However in some situations these facilities may provide an association competition facility. The following points are important in exploring new partnerships and can be used to maintain healthy partnerships:

- Partnership development at the earliest stages depends on the ability of the partners to develop their ideas in an **atmosphere of flexibility**.
- There needs to be **clarity of leadership**, which implies that whoever leads the development of a partnership needs to be recognised and empowered by his or her own organisation, and is trusted by the partners.
- There needs to be a **clarity of understanding** of the framework, culture, values and approach of partner organisations, which in many cases will need to be the subject of explicit discussion.
- There needs to be **clarity of purpose**, which implies a clear statement of the objective of the partnership which can only exist in the context of a clear and informed understanding of the nature and performance characteristics of existing service provision.
- There needs to be **clarity of role**, which implies that an early agreement of the precise contributions of each of the partners and agreement about their inputs and gains is essential to a well-structured partnership. This needs to be set out in some memorandum or "contract".
- There needs to be **clarity of commitment** from all the partners which needs the support of the principal partners (e.g. Trustees and Elected Councillors) and this commitment needs to find expression in their practical support for the partnership in terms of the resource and cost implications of the partnership.
- There needs to be **clarity of management** as soon as the partnership starts to become operational.
- There needs to be **clarity of measurement** so that all of the partners agree at the outset, know how they are to measure their success and how they are to incorporate into that measurement the requirements for continuous improvement.

These points taken together enshrine the approach that makes for the successful initiation of partnerships. They form the basis of a sound management "check list" which needs to be considered whenever a new partnership is being contemplated.

4.4.3. Key initiatives

10. Steering Group to identify strategically located schools with viable sites for flood lighting, parking and access and a need for external part funding.
11. Steering Group to target strategically located schools that will significantly enhance the hockey network.
12. Steering Group to engage the relevant Council as a funding partner with targeted schools.

4.4.4. Key Performance Indicators

- xiii. The Steering Group to have identified priority potential sites within the priority geographic areas by June 2011

- xiv. Steering Group to have engaged with potential partners in progressing specific developments by December 2011.

4.5. Strengthen Council Partnerships

4.5.1. Infrastructure Goal

Steering Group to continue positive and productive relationship for Hockey with all four Councils through communication

4.5.2. Strategy Description

The Steering Group needs to continue to inform Councils about the growth aspirations and associated facility requirements of the Hockey. Advising Councils of the sport's funding requirements over the next 20 years and, in particular, the next LTCCP period will enable the Councils to better assess their policy responses and potential partnerships with Hockey in the fullest knowledge of the potential funding implications. The Steering Group would be a logical channel for this communication and could be responsible for further developing and maintaining a constructive relationships with the Councils until the outcome of the governance and management review are implemented.

4.5.3. Key initiatives

13. The Steering Group as an interim measure to coordinate/ liaise/ advocate/ negotiate with Councils on infrastructure provision in the Wellington region based on the Regional Infrastructure Plan.
14. Steering Group to advocate to Porirua City and Hutt City Councils for transition to a similar arrangement to Wellington City Council with ownership of turfs vested with Councils and leased back to Hockey
15. Steering Group to advocate during negotiation with Upper Hutt City Council for a similar arrangement to Wellington City Council with ownership of turfs vested with Council and leased back to Hockey
16. Steering Group to advocate to all Councils for transition to a more equitable cost sharing on capital and operational costs compared to other field based sports
17. Steering Group to advocate to Councils to partner with Hockey in joint venture development of turfs on targeted school sites.
18. Steering Group to promote best practice partnerships that secure hockey control of community use hours (e.g. St Bedes model)
19. Steering Group to advocate for Council support with development of turfs and part turfs [hard court overlays] on school sites to increase profile of hockey in schools

4.5.4. Key Performance Indicators

- xv. Steering Group regularly meets with relevant Council representatives at minimum annually to advance relevant projects / initiatives and maintain a strong relationship

4.6. Improved Asset Planning

4.6.1. Infrastructure Goal

Assure value of assets through sound asset planning and management.

4.6.2. Strategy Description

Hockey is one of a few sports that own and operate most of their own playing surfaces. The asset value of the 4 full size turfs utilised by Hockey in the Wellington Region is estimated to be approximately \$6.0 million⁵ and this excludes other assets such as pavilion facilities. It is acknowledged that the NHS turfs are not in the ownership of Hockey but the sport is dependent on these turfs to supply capacity to operate effectively.

A fundamental component of prudent management of supply is an asset management plan (AMP) for each turf in the ownership of NHST. This enables the planning and implementation of programmed maintenance as well as the timely renewal or replacement of assets such as turfs, flood lighting, irrigation, buildings, etc. The implementation of works listed in the AMP will ensure the physical assets deliver quality experiences for users (the expected level of service) and remain compliant with the specifications/ standards for hosting HNZ events.

The data from the AMP can then be used to develop a funding plan for sustaining the supply of turfs required to meet current and projected demand. This funding plan will be vital in enabling the Steering Group to advocate effectively for the Sport when engaging with Porirua City and Hutt City Councils and other funding partners.

HNZ has developed resources over the last six years⁶ to assist the Associations with protecting their substantial value built up over the past 25 years. The need for some more active support from HNZ to assist Associations/Trusts to plan for and manage these assets has been considered. HNZ is seeking to develop a support service if third party funding can be secured to provide advice and services such as working with Associations/Trusts to develop their AMPs. Some more in-depth services for individual Associations/Trusts such as preparing an AMP may need to be on a fee payment basis. One component of this approach could be the development of an operating manual reflecting the collective knowledge and best practice drawn from Associations/Trusts and other sources. The manual would be an online resource that is updated on a regular basis.

The RIP has taken a high level approach to the planning of future funding for the Elsdon and Hutt Valley turfs.

4.6.3. Key initiatives

11. The NHST in conjunction with the Steering Group to complete an asset management plan (AMP) for each turf owned by the NHST to enable budget provisions for timely renewals.
12. The NHST in conjunction with the Steering Group to complete an asset management plan (AMP) for the Fraser Park Pavilion owned by the NHST to enable budget provisions for timely refurbishment and renewals.
13. The NHST in conjunction with the Steering Group to complete an asset management plan (AMP) for the Administration building owned at NHS owned by the NHST to enable budget provisions for timely refurbishment and renewals.
14. The Steering Group in conjunction with the NHST and WHA to complete a funding plan for renewal of infrastructure based on the AMPs using HNZ defined guidelines [to be developed]

⁵ Calculated at an average value of \$1.5 million per turf if all 4 turfs were replaced in 2010

⁶ Resources developed by HNZ for use by Associations include: The National Facilities Strategy - Stage 1 Report completed in June 2004, the Turf Business Plan Template and Guide completed in August 2006 and the Local Government Toolkit for Associations completed in November 2008

15. The Steering Group to maintain quality of turf and other infrastructure at hubs to agreed HNZ event standards [HNZ will consult on draft]
16. The WHA or Steering Group to advocate to HNZ to establish a support service to gather and hold best practice information on infrastructure development and management and offer advisory services to turf owning trusts/Associations and other turf owners and operators

4.6.4. Key Performance Indicators

- xvi. Formal AMPs for all turfs and pavilions completed by mid 2011
- xvii. Funding plans to be completed by December 2011
- xviii. Advocate for establishment of HNZ support service in the 2011 HNZ financial year.

4.7. Pursue Alternative Revenue Streams

4.7.1. Infrastructure Goal

Enable facility maintenance and development with reduced reliance on player fees.

4.7.2. Strategy Description

Hockey has high player subscription fees relative to comparable sports such as football, rugby, and netball. Current senior subscription fees in the Wellington Region are manifestly higher the average fee for rugby, football, and netball meaning there is little opportunity to further increase fees to fund facility maintenance without jeopardising the appeal of the sport. Note: WHA has firmly indicated that if turf fee increases are required based on financial modelling, NHST is to increase turf fees regularly rather than in large steps.

In this context, alternative revenue streams will be vital to enable the sport to evolve and pursue its growth objectives and reduce reliance on player fees. As advocated in Section 4.5, more equitable funding from Councils should be pursued. However, this alone is unlikely to be sufficient to provide hockey with sufficient funding assurance. A number of traditional funders (eg: Community Gaming Trusts and philanthropic trusts) are continuing to provide funding assistance to sports but at reduced levels due to:

1. reduced investment returns
2. increased demand for funding assistance
3. reduced gaming machine turnover.

Increasingly, the onus is on individual sports to develop more creative means of securing sponsorship and signage revenue to supplement their traditional revenue streams. The socio-economic profile of hockey means it is well connected to access sponsorship and signage revenue. Furthermore, the secure nature of hockey turfs mean they are well suited to housing permanent signage. A key issue currently, however, is the relatively low profile of the sport and the limited television coverage of the sport, thereby limiting the value of signage. However, increased profile and television coverage of the sport is a key strategic priority of HNZ and success in this area could work to the significant advantage of Hockey in Wellington.

All sponsorship and signage arrangements would need to be structured to enable “clean stadia” for relevant events, as outlined in the HNZ venue specifications.

The other initiative that could assist in strengthening revenue streams would be to adopt a wider range of small sided game formats (this is currently an initiative of HNZ). These game formats would enable a higher throughput

of players on the available turfs thereby providing the opportunity for increased revenues (even if individual player fees were reduced to some extent). Refer to Appendix 6.3 for indicative scenario modelling of this opportunity.

Small sided game formats are unlikely to replace 11-a-side hockey as the default game format but could be particularly attractive for juniors and social players seeking shorter games with greater opportunity for time on the ball.

4.7.3. Key initiatives

20. Steering Group adopt strategic and integrated approach to venue sponsorship and signage
21. WHA adopt small sided (eg: 6 v 6) game formats that are nationally branded and involve a marketed participation programme to achieve higher player throughput per hour to improve net revenues from turf use

4.7.4. Key Performance Indicators

- xix. Support HNZ as an early adopter of the nationally branded small sided game formats when these are established
- xx. Steering Group investigates opportunities for joint sponsorship / signage arrangements by 2012.

5. Implementation Schedule

The implementation schedule below covers the renewal of existing turfs and the planned additional turf at Upper Hutt which has a defined timeline and capital cost. It also includes the capital costs of proposed developments of additional capacity to meet demands from projected growth. These developments have been assigned a nominal capital cost to hockey of 40% of total cost. It should be noted these are *speculative* at this point in time because they depend on growth and willing partners such as future turfs on school sites or a second full-size turf at Fraser Park. These projects can be updated when the RIP is reviewed. Assumptions used in above table are:

- "Hockey" includes the Association and its 15 senior clubs, 38 secondary schools and 22 junior clubs and schools
- Assumption that carpet life is 10 years and pad needs replacement every third carpet renewal
- Assumption that 50% or 30% of renewal cost will be found from sources outside of hockey e.g. grant trusts
- Assumption that Hockey's share of \$1.5 million construction cost of additional wet dressed turfs will be \$600,000 or 40% of total cost
- Annual savings target fluctuates because amount needed for renewal changes, therefore the savings target for the 10 years prior to actual renewal reflects the capital needed
- Assumption that Hockey's share of Upper Hutt capital cost is funded from reserves held by NHST
- Acknowledge need for some redevelopment of NHS Pavilion for event and daily use but excluded at this stage due to lack of definitive works and related costs
- WCC rental is NOT included in CAPEX contribution
- All amounts in 2010 dollar value

Years with capital supply from NHST required are shaded in brown

Table 6: RIP Renewal and Additional Turf Capital Expenditure Schedule (2011 to 2030)

Year ending June 30	Estimated Hockey Association share of NHST cost	Estimated Hockey Association share of NHST cost	Estimated Hockey Association share of NHST cost	Estimated Total Capital Cost to NHST	Estimated Total Capital Cost of Project	NHS 1		NHS 2		Fraser		Porirua		Maidstone (planned)		Additional (proposed)		Additional (proposed)	
						Works undertaken	Estimated Total Project Cost (GST excl)	Works undertaken	Estimated Total Project Cost (GST excl)	Works undertaken	Estimated Total Project Cost (GST excl)	Works undertaken	Estimated Total Project Cost (GST excl)	Works undertaken	Estimated Total Project Cost (GST excl)	Works undertaken	Estimated Total Project Cost (GST excl)	Works undertaken	Estimated Total Project Cost (GST excl)
Notes	100%	70%	50%			WCC charges rental of \$30,000 rental per turf		WCC charges rental of \$30,000 rental per turf		No loan debt		\$540,000 no interest loan from PCC 15 yr term (\$36,000 p.a.) plus \$150,000 capital from NHST		Limited to \$600,000 capital from NHST, \$600,000 capital from UHCC		Sportville development process underway		Sportville development process underway	
1985						Construction (sand)		Construction (sand)											
1993								Construction (sand)											
1996										Construction (sand)									
1998						Redevelopment (sand to water)													
2003								Redevelopment (sand to water)											
2007												Construction (wet dressed)							
2008																			
2009																			
2010	\$262,500	\$183,750	\$131,250	\$262,500	\$350,000					Replacement (sand to wet dressed)	\$350,000								
2011						Renewal of water (carpet only) 100%	\$0												
2012	\$600,000	\$420,000	\$300,000	\$600,000	\$1,500,000								Construction (wet dressed)	\$1,500,000					
2013																			
2014																			
2015																			
2016																			
2017	\$350,000	\$245,000	\$175,000	\$350,000	\$350,000			Redevelopment of water (base, drain, pad & carpet) 100% WCC	\$0			Renewal of wet dressed (carpet only)	\$350,000						
2018																			
2019	\$600,000	\$420,000	\$300,000	\$600,000	\$1,500,000											Construction (wet dressed)	\$1,500,000		
2020	\$375,000	\$262,500	\$187,500	\$375,000	\$500,000					Renewal of wet dressed (pad & carpet)	\$500,000								
2021						Renewal of water (carpet only) 100%	\$0												
2022	\$175,000	\$122,500	\$87,500	\$175,000	\$350,000								Renewal of wet dressed (carpet only)	\$350,000					
2023																			
2024																			
2025																			
2026																			
2027	\$500,000	\$350,000	\$250,000	\$500,000	\$500,000			Renewal of water (carpet only) 100%	\$0			Renewal of wet dressed (pad & carpet)	\$500,000						
2028																			
2029	\$600,000	\$420,000	\$300,000	\$600,000	\$1,500,000													Construction (wet dressed)	\$1,500,000
2030	\$525,000	\$367,500	\$262,500	\$525,000	\$700,000					Renewal of wet dressed (carpet only)	\$350,000					Renewal of wet dressed (carpet only)	\$350,000		
TOTAL 2011-2030	\$3,725,000	\$2,607,500	\$1,862,500	\$3,725,000	\$6,900,000														

6. Appendices

6.1. Draft Event Venues Specification

The specification below has been developed to provide guidance to Associations wishing to host events as to the requirements of HNZ.

6.2. Multi-purpose Surfaces

The increased prevalence, and improved quality, of multi-purpose artificial turfs provide a wide range of opportunities for hockey. This is particularly true in terms of junior and social hockey where smaller format games are more acceptable / desirable and technical turf performance aspects are less important.

Consultation with turf manufacturers suggests several key opportunities exist.

FIH is working more closely with FIFA on specifying turf surfaces that are acceptable to both hockey and soccer. It appears this initiative has been driven in large part by funding arrangements overseas (e.g.: the UK) where community funders will not fund surfaces unless they are multi-purpose. While artificial football turfs typically have a pile length of 40 – 65mm and hockey turf pile lengths range from 14mm for water turfs to 25mm for sand-filled turfs, the multi-use turfs typically have pile lengths in the range of 16 – 22mm.

Enquiries to date indicate that none of these multi-use football / hockey turfs have been installed in New Zealand. However, given the strategic partnering by FIH and FIFA it would seem likely that further evolution in these multi-use turfs will occur. In this context, and given the emergence of artificial football turfs in New Zealand, HNZ should engage with Football New Zealand to establish what opportunities exist.

Schools are increasingly installing multi-purpose artificial turf surfaces, often in place of old paved surfaces. Typically schools are looking for options that provide as diverse uses as possible (e.g.: football, tennis, netball, hockey, touch). In many instances schools opt not to install a shock pad as it involves additional cost and reduces ball bounce for tennis. However, the surfaces are still well suited to training and match purposes for junior players and also provide some opportunities for social hockey.

The development of multi-purpose turfs provides good opportunities for satellite practice and junior / social facilities in conjunction with centralised and more specialised hockey facilities. This brings an aspect of network planning to turf provision that could reduce the investment cost for the sport and also make the game more accessible to a greater number of people (i.e.: a reduced need to travel to centralised facilities).

6.3. Small Sided Game Economic Efficiency Modelling

The impact of having four small sided games of 6-a-side has been modelled to illustrate the impact on revenue per game/hour of the mode of operation.

This simple modelling illustrates that at \$5 per player per match, small format hockey modules have the potential to generate \$1,000 more per evening per turf in revenue than traditional 11-a-side hockey.

	Traditional (11-a-side)	Existing NZ Summer Hockey (8-a- side)	FIH Format (6-a-side)
Players Per Full-size Turf	22	32	48
Game Time	75	45	45
Transition Time	15	15	15
Total Time	90	60	60
Evening Hrs Available	6	6	6
Game Capacity	4	6	6
Player Capacity	88	192	288
Pay for Play / Player	\$5	\$5	\$5
Revenue Generation	\$440	\$960	\$1,440

Alternatively, the cost per player for the small format modules could be reduced to \$3 so as to encourage greater levels of participation and this would still deliver almost twice as much revenue per evening per turf as traditional 11-a-side hockey.

	Traditional (11-a-side)	Existing NZ Summer Hockey (8-a- side)	FIH Format (6-a-side)
Players Per Full-size Turf	22	32	48
Game Time	75	45	45
Transition Time	15	15	15
Total Time	90	60	60
Evening Hrs Available	6	6	6
Game Capacity	4	6	6
Player Capacity	88	192	288
Pay for Play / Player	\$5	\$3	\$3
Revenue Generation	\$440	\$576	\$864

6.4. Club Questionnaire

The survey of clubs was completed by 10 clubs. These clubs have a combined membership of about 840 registered players. The summary report is in a separate document. The respondent clubs are listed below.

Hutt Hockey
Upper Hutt Hockey Club
YWCA
NaeNae Old Boys Hockey Club
Rongotai Sports Club
Toa Hockey Club
TOA Junior Hockey Club
Eastern Hutt Womens Hockey Club
WISC

6.5. Schools Questionnaire

The survey of schools was completed by 9 schools. These schools have a combined membership of about 573 registered players. The summary report is in a separate document. The respondent schools are listed below.

Wellington College
Chilton Saint James School
St Bernards College
Rangikura School
Paraparaumu College
St. Patrick's College, Wellington
Samuel Marsden Collegiate School
St Patrick's College, Silverstream
St Marys College
Paraparaumu College
Hataitai School

6.6. Cost of Maintaining Supply of Turf Facilities

The table below summarises the projected financial resources required to renew the existing 4 turfs (including NHS lease costs) and install and renew the planned turf at Upper Hutt over the next 20 years. The 50% and 70% scenarios are used to provide a prudent range for capital contribution by Hockey (the WHA, member clubs and schools) to NHST share of capital.

NOTE: All amounts in the chart and table are in 2010 dollar values and no adjustment has been made for inflation.

Table 7: Facility Renewal and Planned Development Costs for Wellington Hockey (2011 to 2030)

Year ending June 30	Estimated WHA annual cost (100%)	Estimated WHA annual cost (70%)	Estimated WHA annual cost (50%)
2011	\$181,000	\$155,500	\$138,500
2012	\$181,000	\$155,500	\$138,500
2013	\$216,000	\$180,000	\$156,000
2014	\$216,000	\$180,000	\$156,000
2015	\$216,000	\$180,000	\$156,000
2016	\$216,000	\$180,000	\$156,000
2017	\$216,000	\$180,000	\$156,000
2018	\$231,000	\$190,500	\$163,500
2019	\$231,000	\$190,500	\$163,500
2020	\$231,000	\$190,500	\$163,500
2021	\$216,000	\$180,000	\$156,000
2022	\$216,000	\$180,000	\$156,000
2023	\$195,000	\$154,500	\$127,500
2024	\$195,000	\$154,500	\$127,500
2025	\$195,000	\$154,500	\$127,500
2026	\$195,000	\$154,500	\$127,500
2027	\$195,000	\$154,500	\$127,500
2028	\$180,000	\$144,000	\$120,000
2029	\$180,000	\$144,000	\$120,000
2030	\$180,000	\$144,000	\$120,000
TOTAL 2011-2030	\$4,082,000	\$3,347,000	\$2,857,000
Average 2011-2030	\$204,100	\$167,350	\$142,850