



Te Kaunihera-ā-Rohe o Ngāmotu

**New Plymouth
District Council**

**YARROW STADIUM
JOINT COMMITTEE
MEETING AGENDA**

**Wednesday 6 December 2023
at 1pm**

**PLYMOUTH ROOM
LIARDET STREET, NEW PLYMOUTH**

Members:

Cr Sam	Bennett
Cr Max	Brough
Cr Tom	Cloke
Cr David	Lean

COMMITTEE PURPOSE

Purpose of Local Government

The reports contained in this agenda address the requirements of the Local Government Act 2002 in relation to decision making. Unless otherwise stated, the recommended option outlined in each report meets the purpose of local government and:

- Promote the social, economic, environmental, and cultural well-being of communities in the present and for the future.
- Would not alter significantly the intended level of service provision for any significant activity undertaken by or on behalf of Council, or transfer the ownership or control of a strategic asset to or from Council.

END

OPENING KARAKIA

Kia uruuru mai	I draw in (to my being)
Ā hauora	The reviving essence
Ā haukaha	The strengthening essence
Ā haumāia	The essence of courage
Ki runga, ki raro	Above, below
Ki roto, ki waho	Within, without
Rirerire hau paimarire	Let there be peace



Te Kaunihera-ā-Rohe o Ngāmotu

**New Plymouth
District Council**

Health and Safety Message / Te Whaiora me te Marutau

In the event of an emergency, please follow the instructions of Council staff.

Please exit through the main entrance.

Once you reach the footpath please turn right and walk towards Pukekura Park, congregating outside the Spark building. Please do not block the footpath for other users.

Staff will guide you to an alternative route if necessary.

If there is an earthquake – drop, cover and hold where possible.

Please remain where you are until further instruction is given.

APOLOGIES / NGĀ MATANGARO

None advised

CONFLICTS OF INTEREST / NGĀ ARA KŌNATUNATU

1. People who fill positions of authority must undertake their duties free from real or perceived bias. Elected members must maintain a clear separation between their personal interests and their duties as an elected member. Failure to do so could invalidate a Council decision and leave the elected member open to prosecution and ouster from office.
2. An elected member is entitled to interact with the Council as a private citizen. However, they cannot use their position as an elected member to gain an advantage not available to the general public.
3. Elected and appointed members will:
 - Declare any interest whether pecuniary or non-pecuniary at a meeting where the interest is relevant to an item on that agenda.
 - Exclude themselves from any informal discussions with elected members relating to a matter they have an interest in.
 - Seek guidance from the Chief Executive if they are unclear of the extent of any interest.
 - Seek guidance or exemption from the Office of the Auditor General if necessary.

ADDRESSING THE MEETING

Requests for public forum and deputations need to be made at least one day prior to the meeting. The Chairperson has authority to approve or decline public comments and deputations in line with the standing order requirements.

PUBLIC FORUM / ĀTEA Ā-WĀNANGA

Public Forums enable members of the public to bring matters to the attention of the committee which are not contained on the meeting agenda. The matters must relate to the meeting's terms of reference. Speakers can speak for up to 5 minutes, with no more than two speakers on behalf of one organisation.

- None advised

DEPUTATIONS / MANUHIRI

Deputations enable a person, group or organisation to speak to the meeting on matters contained on the agenda. An individual speaker can speak for up to 10 minutes. Where there are multiple speakers for one organisation, a total time limit of 15 minutes, for the entire deputation, applies.

- None advised

REPORTS

ITEMS FOR DECISION BY COMMITTEE

- 1 Election of a Chairperson
- 2 Background and Refurbishment of Yarrow Stadium
- 3 Yarrow Stadium Operational Usage Report

END

ELECTION OF CHAIRPERSON

MATTER / TE WHĀINGA

1. The matter for consideration by the Council is the election of a Chairperson for the Yarrow Stadium Joint Committee.

RECOMMENDATION FOR CONSIDERATION / NGĀ WHAIKUPU **That, having considered all matters raised in the report:**

[Option 1 - in the case of there being a single nomination for Chairperson]

- a) **Voting System B be used to elect the Chairperson of the Yarrow Stadium Joint Committee; and**
- b) _____ **be elected Chairperson of the Yarrow Stadium Joint Committee.**

OR

[Option 2 - in the case of there being more than one nomination for a Chairperson each clause to be moved separately]

- a) **Voting System [A or B] be used to elect the Chairperson of the Yarrow Stadium Joint Committee; and**

_____ **be elected Chairperson of the Yarrow Stadium Joint Committee**

SIGNIFICANCE AND ENGAGEMENT / TE HUHUTANGA ME TE WHAKAURUA

2. In accordance with the Council's Significance and Engagement Policy, this matter has been assessed as being some importance because there are no budgetary or levels of service implications. The election of a Chairperson is an administrative matter.

BACKGROUND / WHAKAPAPA

How the Chairperson will be determined

3. The Local Government Act 2002 prescribes the available methods of voting. The methods of voting are set out below.
-

4. Where there is only one candidate for the role of Chairperson, Officers recommend that voting system B be used as only one round of voting will be required. The presiding staff member will call for a mover and seconder to confirm the voting system and the election of the candidate as Chairperson (Option 1 recommendation). The Yarrow Stadium Joint Committee must confirm the appointment by resolution. The candidate can vote on the matter.
5. Where there are multiple candidates, the following process will be undertaken:
 - a) The presiding staff member will call for a mover and seconder of the preferred voting system.
 - b) Committee Members will decide, by resolution, their preferred voting system.
 - c) The presiding staff member will call for a mover and seconder for each individual candidate for the Chairperson role.
 - i) A candidate can move or second their own nomination.
 - ii) No member may move or second more than one nomination.
 - d) The determination of the Chairperson will be determined following the voting method used in clause b) above.

Voting Systems for Committee Chairpersons

6. There are two voting systems available for electing a Chairperson:
 - a) Voting System A

A person is elected Chairperson if they receive the votes of a majority of the Committee are present and voting.

Procedure

- i) There is a first round of voting for all candidates.
 - ii) If no candidate is successful in that round there is a second round of voting from which the candidate with the fewest votes in the first round is excluded; and
 - iii) If no candidate is successful in the second round there is a third, and if necessary subsequent round of voting from which, each time, the candidate with the fewest votes in the previous round is excluded; and
-

- iv) In any round of voting, if two or more candidates tie for the lowest number of votes the person excluded from the next round is resolved by lot.

b) Voting System B

A person is elected Chairperson if they receive more votes than any other candidate.

Procedure

- i) There is only one round of voting; and
- ii) If two or more candidates tie for the most votes, the tie is resolved by lot.

7. Regardless of the voting system chosen, each Committee Member may only vote for one candidate in each round of voting. A Committee Member may vote for themselves.

CLIMATE CHANGE IMPACT AND CONSIDERATIONS / HURINGA ĀHUARANGI

8. Choosing a voting system and electing a Chairperson is an administrative function and there are no climate change impacts or considerations.

NEXT STEPS / HĪKOI I MURI MAI

9. Once appointed by resolution the Yarrow Stadium Joint Committee member will chair the remainder of the meeting.

FINANCIAL AND RESOURCING IMPLICATIONS / NGĀ HĪRANGA Ā-PŪTEA, Ā-RAUEMI

10. There are no financial or resourcing implications.

IMPLICATIONS ASSESSMENT // HĪRANGA AROMATAWAI

11. This report confirms that the matter concerned has no particular implications and has been dealt with in accordance with the Local Government Act 2002. Specifically:
- Council staff have delegated authority for any decisions made;
 - Council staff have identified and assessed all reasonably practicable options for addressing the matter and considered the views and preferences of any interested or affected persons (including Māori), in proportion to the significance of the matter;

- Council staff have considered how the matter will promote the social, economic, environmental, and cultural well-being of communities in the present and the future.
 - Unless stated above, any decisions made can be addressed through current funding under the Long-Term Plan and Annual Plan;
 - Any decisions made are consistent with the Council's plans and policies; and
 - No decisions have been made that would alter significantly the intended level of service provision for any significant activity undertaken by or on behalf of the Council, or would transfer the ownership or control of a strategic asset to or from the Council.
-

Report Details

Prepared By: Jane Hickmott (Governance Advisor)
Team: Governance
Approved By: Kathryn Scown (Acting GM Operational Excellence)
Ward/Community: District Wide
Date: 13 November 2023
File Reference: ECM 9115022

-----*End of Report*-----



Date 6 December 2023

Subject: **Yarrow Stadium: History and Repair Project**

Approved by: M J Nield, Director - Corporate Services
S J Ruru, Chief Executive

Document: 3219854

Purpose

1. The purpose of this memorandum is to provide an update on the history of Yarrow Stadium and the repair and reinstatement project.

Recommendation

That the Yarrow Stadium Joint Committee:

- a) receives and notes the update on the history of Yarrow Stadium and the Yarrow Stadium repair and reinstatement project.

Background

2. As the Committee recommences its mahi it is useful to have a record of the journey and current status of Yarrow Stadium.
3. Yarrow Stadium is owned by the Taranaki Stadium Trust (a council controlled organisation of the Taranaki Regional Council). The stadium is operated by New Plymouth District Council as part of its suite of venues. There is a management agreement (attached) between the Taranaki Stadium Trust and the New Plymouth District Council.
4. The current ownership, operation and funding structures are a joint venture between New Plymouth District Council, Taranaki Stadium Trust and Taranaki Regional Council that combines two funding streams for the betterment of regional well-being. Taranaki Regional Council, through the Taranaki Stadium Trust, provides funding for the long-term maintenance and development of the stadium, whereas the New Plymouth District Council provides for funding for the operation of the stadium and for event attraction and promotion. The basis of this arrangement was each council contributing a roughly equivalent level of funding to the success of the stadium.

Discussion

5. The following timeline outlines the history of Yarrow Stadium, its operations and development, and the current repair and reinstatement project.

Late 1990's	The Taranaki Events Centre Trust (charitable trust) is established, takes ownership of Yarrow Stadium and commences a redevelopment project (two new stands).
2000/2001	The Taranaki Regional Council provides regional funding of just under \$10M to a \$16M development project. Regional rates are established for ten years. The project progresses with two new stands being built. The stadium opens for operations.
Approximately 2003	The Taranaki Events Centre Trust is transferred to the NPDC and renamed as the Yarrow Stadium Trust. The Trust becomes a council-controlled organisation of NPDC and is operated as part of the suite of venues.
2009/2010	NPDC provides funding (\$1.8M) to bring the stadium up to standard for the 2011 Rugby World Cup. Yarrow Stadium hosted three 2011 Rugby World Cup games.
2013/2014	TRC rates to fund the initial 2002 contribution reached the end of their ten-year life. Agreement was reached between TRC and NPDC to combine the two funding streams. The Yarrow Stadium Trust is transferred to the TRC and renamed the Taranaki Stadium Trust. A Management Agreement is finalised with TRC providing funding for long-term maintenance and development and NPDC providing funding for operations and event attraction/promotion.
2015	Yarrow Stadium strategic plan and 2015/2025 asset management plans developed and adopted- refer attached.
2014-2017	Yarrow Stadium operates successfully with significant growth in events – rugby tests, Super and NPC games, football (FIFA and Wellington Phoenix games) rugby league (Warriors) and non-sporting events (conferences, meetings, weddings, Crusty Demons etc). TRC funding is used for scoreboard replacement, stand roof replacement and new facilities and amenities in the West Stand.
2017/2018	The East and West Stands are declared earthquake-prone buildings and are closed from a public safety point of view.
2018/2019	Options for the repair and redevelopment of Yarrow Stadium are developed.

2019	As part of the TRC 2019/2020 Annual Plan and at the conclusion of a comprehensive public consultation and engagement, the TRC approves a \$50M repair and reinstatement programme (repair both stands, replace the #1 field, replace the lights and undertake a range of improvements to entrances, carparks and other amenities).
Late 2019	TRC establishes a separate governance and project team to deliver the project. The scope of the project was reviewed.
Mid 2020	Covid-19 pandemic slows down the project but provides the opportunity to secure “shovel-ready” funding of \$20M.
Late 2020	Contract for the repair of the West Stand let to Cleland Construction Ltd. Work commences prior to Christmas. Repair of the West Stand involves the deconstruction of the stand, removing the clay bank, rebuilding foundations and pinning the stand to the land behind the stand, and reinstating the original stand.
2021/2022	Design finalised for the replacement of the lights and the main field and contracts let.
Early 2021/2022	The repair options for the East Stand do not provide a cost effective solution that will be guaranteed to return the East Stand to at least 65% of new building standard. The decision is made to demolish the stand and to build a replacement. Design of the new stand is completed with Ngāti Te Whiti and key stakeholders. The budget for the project is increased to \$70M (with \$30M of “shovel-ready” funding).
September 2022	The stadium re-opens with a repaired West Stand, a new artificial main field and new LED lights.
October 2022	The tender for the new East Stand comes in over budget. A comprehensive value-management process commences.
January-July 2023	Ground works commence on the new East Stand. Value management process is completed and contract let with Clelands Construction Ltd for the build of the East Stand. Project budget set at \$79.7M with funding coming from the Government \$30M and the TRC \$49.7M.
September 2022 to present	Operations at Yarrow Stadium are starting to return to pre-2017 levels. Good usage of the stadium by football and rugby. Significant increases in community use of the stadium and facilities.
March 2025	The East Stand is completed and the stadium is returned to a similar capacity as pre-2011.

6. The next steps for the Committee are continuing to grow the widest possible use of the stadium, developing a programme of events for the stadium and developing the next set of asset management plans. We don't have to align the asset management plans with both council's long-term plans as the programmes of works, once approved by both councils, are delivered by the Taranaki Stadium Trust.

Financial considerations—LTP/Annual Plan

7. This memorandum and the associated recommendations are consistent with the Council's adopted Long-Term Plan and estimates. Any financial information included in this memorandum has been prepared in accordance with generally accepted accounting practice.

Policy considerations

8. This memorandum and the associated recommendations are consistent with the policy documents and positions adopted by this Council under various legislative frameworks including, but not restricted to, the *Local Government Act 2002*, the *Resource Management Act 1991* and the *Local Government Official Information and Meetings Act 1987*.

Iwi considerations

9. This memorandum and the associated recommendations are consistent with the Council's policy for the development of Māori capacity to contribute to decision-making processes (schedule 10 of the *Local Government Act 2002*) as outlined in the adopted long-term plan and/or annual plan.

Community considerations

10. This memorandum and the associated recommendations have considered the views of the community, interested and affected parties and those views have been recognised in the preparation of this memorandum.

Legal considerations

11. This memorandum and the associated recommendations comply with the appropriate statutory requirements imposed upon the Council.

Appendices/Attachments

Document 1222199: [Taranaki Stadium Management Agreement](#)

Document 1609546: [Yarrow Stadium Strategic Plan 2015-2025](#)

Document 1609541: [Yarrow Stadium Asset Management Plan 2015-2025](#).

TARANAKI STADIUM MANAGEMENT AGREEMENT

TARANAKI STADIUM TRUST

NEW PLYMOUTH DISTRICT COUNCIL

 **Simpson Grierson**
Barristers & Solicitors
Auckland & Wellington, New Zealand

TABLE OF CONTENTS

1.	DEFINITIONS AND INTERPRETATION.....	2
2.	OBJECTIVE AND RELATIONSHIP.....	4
3.	APPOINTMENT.....	4
4.	TERM.....	5
5.	AREAS OF RESPONSIBILITY.....	5
6.	GENERAL OBLIGATIONS.....	5
7.	TARANAKI STADIUM JOINT COMMITTEE.....	6
8.	ASSET MANAGEMENT PLAN.....	6
9.	ANNUAL BUDGET.....	8
10.	FUNDING.....	10
11.	INSURANCE.....	11
12.	MEETING AND REPORTING.....	11
13.	THIRD PARTY CONTRACTS.....	12
14.	GST.....	13
15.	WARRANTIES.....	14
16.	LIABILITY.....	14
17.	ASSIGNMENT AND SUBCONTRACTING.....	15
18.	VARIATIONS.....	15
19.	TERMINATION.....	15
20.	DISPUTE RESOLUTION.....	16
21.	CONFIDENTIALITY.....	16
22.	ENTIRE AGREEMENT.....	17
23.	GENERAL.....	17
	SCHEDULE 1 GENERAL ALLOCATION OF RESPONSIBILITY	
	SCHEDULE 2 MAINTENANCE CATEGORIES	
	SCHEDULE 3 EXISTING LEASES AND AGREEMENTS	

AGREEMENT DATED 27 JUNE 2013.

PARTIES

1. TARANAKI STADIUM TRUST (Trust)
2. NEW PLYMOUTH DISTRICT COUNCIL (Council)

BACKGROUND

- A. The Trust is a charitable trust with its trustees incorporated as a board under the Charitable Trusts Act 1957 (registration number 1009182).
- B. The Trust was established in 1999, principally to develop, manage, operate and promote a Taranaki Events Centre complex at what was then known as Rugby Park, New Plymouth, for recreation, sporting and cultural activities to the advantage of all citizens in the Taranaki region.
- B. The Trust developed, and remains the owner of, the stadium in Taranaki currently operating under the name Yarrow Stadium (**Stadium**), being the stadium and associated facilities located on the land comprised in Certificate of Title TNH3/192.
- C. The Council has managed and operated the Stadium for the Trust under an agreement dated 11 May 2004 (as subsequently amended) (**Existing Agreement**).
- D. The Council and the Trust have agreed that the Council will continue to manage the Stadium, but wish to update and clarify the terms applying to such management. The Council and the Trust have entered into this Agreement accordingly.

THE PARTIES AGREE THAT:

1. DEFINITIONS AND INTERPRETATION

- 1.1 **Definitions:** In this Agreement, unless the context indicates otherwise:

Agreement means this agreement, including the schedules, as may be subsequently amended by the parties;

Asset Management Plan means the asset management plan prepared by the Committee in respect of the Stadium under clause 8.1 of this Agreement;

Annual Budget means the major maintenance and capital works budget in respect of the Stadium prepared by the Committee under clause 9.2 of this Agreement, or prepared by the Council under clause 9.7 of this Agreement;

Capital Expenditure means expenditure for the acquisition, replacement, renewal, modernisation or expansion of an asset;

Commercial Arrangements has the meaning given to that term in clause 13.2;

Commencement Date means 1 July 2012;

Committee means the Taranaki Stadium Joint Committee referred to in clause 7.1;

General Maintenance means general non-major maintenance required to maintain the Facility in good working order, and includes those aspects of maintenance set out in the General Maintenance column in Schedule 2;

General Operating Budget means the budget covering General Maintenance and Operations Costs of the Stadium, as defined under clause 9.1;

GST means tax levied under the GST Act;

GST Act means the Goods and Services Tax Act 1985;

Major Maintenance means significant maintenance items carried out on a one-off or infrequent basis, and includes those aspects of maintenance set out in the Major Maintenance column in Schedule 2;

Operations Costs has the meaning given to that term in clause 9.1;

Working Day means any day (other than a Saturday or Sunday) on which registered banks are customarily open for business in Taranaki; and

Year means a 12 month period starting on 1 July.

1.2 Interpretation: In this agreement, unless the context indicates otherwise:

- (a) **Defined Expressions:** expressions defined in the main body of this agreement have the defined meaning throughout this agreement, including in the background section;
- (b) **Headings:** clause and other headings are for ease of reference only and will not affect this agreement's interpretation;
- (c) **Parties:** references to any party include that party's executors, administrators, successors and permitted assigns;
- (d) **Persons:** references to a person include an individual, company, corporation, partnership, firm, joint venture, association, trust, unincorporated body of persons, governmental or other regulatory body, authority or entity, in each case whether or not having a separate legal identity;
- (e) **Plural and Singular:** references to the singular include the plural and vice versa;
- (f) **Clauses/Schedules/Attachments:** references to clauses, schedules and attachments are to clauses in, and the schedules and attachments to, this agreement. Each such schedule and attachment forms part of this agreement;

- (g) **Statutory Provisions:** references to any statutory provision are to statutory provisions in force in New Zealand and include any statutory provision which amends or replaces it, and any by-law, regulation, order, statutory instrument, determination or subordinate legislation made under it;
- (h) **Negative Obligations:** any obligation not to do anything includes an obligation not to suffer, permit or cause that thing to be done;
- (i) **Inclusive Expressions:** the term includes or including (or any similar expression) is deemed to be followed by the words without limitation; and
- (j) **Documents:** references to any document (however described) are references to that document as modified, novated, supplemented, varied or replaced from time to time and in any form, whether on paper or in an electronic form.

2. OBJECTIVE AND RELATIONSHIP

2.1 Objective: The purpose of this Agreement is to:

- (a) re-confirm the Council's appointment as manager of the Stadium;
- (b) define the management services that the Council will provide to the Trust in respect of the Stadium;
- (c) clarify the respective areas of responsibility for the Council and the Trust, and the role of the Committee; and
- (d) define the financial arrangements for funding of the management services.

2.2 Relationship: This Agreement recognises that the relationship between the Trust and the Council, as regards the Stadium, is one of interdependence and reflects a collaborative partnership working towards the same goal of providing services to meet the needs of the community. However, as regards their contractual relationship, the Trust and the Council are independent principals contracting with each other. Except to the extent expressly stated otherwise in this Agreement, nothing in this Agreement shall have the effect of creating a relationship of partnership, joint venture, employer/employee, or principal/agent or otherwise between the Trust and the Council.

3. APPOINTMENT

3.1 Appointment: The Trust appoints and the Council accepts appointment as the manager of the Stadium, on the terms and conditions set out in this Agreement.

3.2 Replacement of existing agreement: On and from the Commencement Date, this Agreement replaces and supersedes the Existing Agreement, and the Existing Agreement is terminated.

4. TERM

- 4.1 **Term:** The term of this Agreement commences on the Commencement Date and continues until it is terminated under clause 19 below.

5. AREAS OF RESPONSIBILITY

- 5.1 **Allocation of responsibility:** Subject to any specific provisions in this Agreement, the Trust and the Council agree that Schedule 1 sets out the respective general areas of responsibility for the Trust and the Council.

6. GENERAL OBLIGATIONS

- 6.1 **General Obligations of Council:** In addition to the specific obligations set out in this Agreement, the Council will:

- (a) manage the day-to-day operation of the Stadium in accordance with the current Asset Management Plan;
- (b) carry out its management function in a prudent and responsible manner, at a standard equivalent to the standard the Council would apply if the Stadium was its own asset;
- (c) carry out General Maintenance and Major Maintenance in accordance with the current Asset Management Plan, the General Operating Budget and the Annual Budget;
- (d) fund the Operations Cost and General Maintenance cost, as provided for in clause 10;
- (e) act in good faith towards the Trust in respect of the operation and management of the Stadium;
- (f) ensure that the Stadium and all equipment installed in the Stadium is maintained to a high standard to enable it to be used for recreation, sporting, entertainment and cultural activities; and
- (g) advise the Trust of any matters within the Council's knowledge that may have material implications for the activities of the Trust in relation to the Stadium.

- 6.2 **General obligations of the Trust:** In addition to the specific obligations set out in this Agreement, the Trust will:

- (a) facilitate the Council's management of the Stadium and promptly implement management or funding decisions as reasonably required by the Council;
- (b) fund all Major Maintenance and Capital Expenditure, as provided for in clause 10.3;

- (c) act in good faith towards the Council in respect of the Trust's role in the operation and management of the Stadium; and
- (d) advise the Council of any matters within the Trust's knowledge that may have material implications for the activities of the Council in relation to the Stadium.

7. TARANAKI STADIUM JOINT COMMITTEE

7.1 Formation of Committee: The parties acknowledge that a Committee (called the Taranaki Stadium Joint Committee) will be formed by the Council and the Taranaki Regional Council to provide local authority input into the management of the Stadium, as provided for in this Agreement, comprising:

- (a) two elected members from the Council; and
- (b) two elected members from the Taranaki Regional Council.

7.2 Role of Committee: The parties acknowledge that the Committee will:

- (a) oversee the preparation of proposed Asset Management Plans and Annual Budgets;
- (b) co-ordinate input from the Council and the Taranaki Regional Council on draft Asset Management Plans and Annual Budgets, and obtain confirmation of their acceptance of the same (including the implications it has for them in terms of underlying funding of the Stadium); and
- (c) recommend to the Trust whether or not the Trust should approve the Asset Management Plans and Annual Budgets.

The Committee's role is also set out in a draft 'Terms of Reference for Taranaki Stadium Joint Committee', agreed to by the parties. In the event of any change to such Terms of Reference, the Trust and the Council will discuss and agree any appropriate changes to this Agreement.

7.3 Recommendation not binding: To avoid doubt, the parties acknowledge that any recommendation of the Committee is not binding on the Trust.

8. ASSET MANAGEMENT PLAN

8.1 Asset Management Plan: The Committee will prepare an Asset Management Plan showing what work will be undertaken on the Stadium and the services that will be delivered, setting out, on a high level basis:

- (a) the manner in which the Stadium will be managed and operated during the following ten Years;
- (b) any proposals for capital works or development of the Stadium during the following ten Years; and
- (c) a basic budget for each of the Years covered by the Asset Management Plan.

8.2 Preparation of initial Asset Management Plan:

- (a) The Committee will prepare the initial Asset Management Plan for the ten Year period starting 1 July 2015.
- (b) Until 1 July 2015, there will be no Asset Management Plan.

8.3 Revision of Asset Management Plan: The Committee must prepare a new Asset Management Plan every three Years.**8.4 Process for preparing and approving Asset Management Plan:** Subject to clause 8.2 (b):

- (a) The Council, as manager, will carry out physical preparation of the Asset Management Plan, under the oversight of the Committee, and will provide input into the content of the Asset Management Plan from its perspective as manager.
- (b) The draft Asset Management Plan will be prepared in August/September of the Year prior to the first Year covered by the Asset Management Plan.
- (c) Once the Committee accepts the draft Asset Management Plan (and no later than the end of September), it will forward the draft Asset Management Plan to the Council and the Taranaki Regional Council for confirmation of those Councils' formal approvals of the draft Asset Management Plan. The Committee will liaise with the Councils with a view to obtaining their approval by the end of October. Any approval by the Councils will be subject to their ability to re-assess their approval following public consultation as part of the Councils' Long Term Plan cycle.
- (d) When both the Council and the Taranaki Regional Council have approved the draft Asset Management Plan, the Committee will submit the draft Asset Management Plan to the Trust for approval, together with its recommendation that the Trust approve the Plan.
- (e) By the end of December (in the Year prior to the first Year covered by the Asset Management Plan) the Trust will confirm whether it approves the draft Asset Management Plan.
- (f) In the event that:
 - (i) the Trust is not willing to approve the draft Asset Management Plan; or
 - (ii) either the Council and the Taranaki Regional Council subsequently advises that it considers that an amendment to the draft Asset Management Plan is required as a result of the public consultation undertaken in respect of that Council's Long Term Plan cycle,

the Committee will consider appropriate changes to the draft Asset Management Plan and repeat the relevant parts of the preparation and approval process, within a timeframe that will allow for final approval of

the Asset Management Plan prior to 30 June in the Year prior to the first Year covered by the Asset Management Plan.

- (g) The timeframes and deadlines provided for above reflect, in part, the planning cycles of the Council and the Taranaki Regional Council (including the planning cycle for their Long Term Plans). In the event that there is any change to either Council's planning cycle, the Council and the Trust will agree appropriate changes to the timeframes and deadlines provided for above, so that the process remains workable for the Trust, the Council and the Taranaki Regional Council.

8.5 Implementation of the Asset Management Plan: Once approved (and subject to provision of funds in accordance with clause 10) the Council will implement the Asset Management Plan (as amended from time to time, if applicable).

8.6 Amendment to Asset Management Plan: The Committee may amend the Asset Management Plan earlier than the normal three year cycle, if it considers it prudent and appropriate to do so. Any material amendment will be submitted to the Council, the Taranaki Regional Council, and the Trust (for approval) in a similar manner to that provided for in clauses 8.4 .

9. ANNUAL BUDGET

9.1 General Operating Budget: On an annual basis the Council will prepare a General Operating Budget, which:

- (a) identifies planned General Maintenance during the Year;
- (b) covers General Maintenance;
- (c) covers the day to day management and operation costs (**Operations Costs**) of the Stadium; and
- (d) includes expected revenue generated by the Stadium.

The Council will prepare the General Operating Budget, based on the relevant Asset Management Plan. The Council will make the General Operating Budget available to the Trust on request. The Council may amend the General operating Budget from time to time, as it considers appropriate.

9.2 Annual Budget: Subject to clause 9.7, on an annual basis the Committee will prepare a Budget covering:

- (i) planned Major Maintenance during the Year; and
- (ii) capital works and developments proposed to be undertaken during the Year.

The Annual Budget will be based on the relevant Asset Management Plan.

9.3 Preparation of initial Annual Budget:

- (a) The Committee will prepare the initial Annual Budget for the Year period starting 1 July 2015.

- (b) Until 1 July 2015, the Annual Budgets for the 2012/13, 2013/14 and 2014/15 Years will be approved as provided for in clause 9.7.

9.4 Process for preparing and approving Annual Budget:

- (a) The Council, as manager, will carry out physical preparation of the Annual Budget, under the oversight of the Committee, and will provide input into the content of the Annual Budget from its perspective as manager.
- (b) The draft Annual Budget will be prepared in August/September of the Year prior to the Year covered by the Annual Budget.
- (c) Once the Committee accepts the draft Annual Budget (and no later than the end of September), it will forward the draft Annual Budget to the Council and the Taranaki Regional Council for confirmation of those Councils' formal approvals of the draft Annual Budget. The Committee will liaise with the Councils with a view to obtaining their approval by the end of October.
- (d) When both the Council and the Taranaki Regional Council have approved the draft Annual Budget, the Committee will submit the draft Annual Budget to the Trust for approval, together with its recommendation that the Trust approve the Annual Budget.
- (e) By the end of December (in the Year prior to the Year covered by the Annual Budget) the Trust will confirm whether it approves the draft Annual Budget.
- (f) In the event that the Trust is not willing to approve the draft Annual Budget the Committee will consider appropriate changes to the draft Annual Budget and repeat the relevant parts of the preparation and approval process, within a timeframe that will allow for final approval of the Annual Budget prior to 30 June in the Year prior to the Year covered by the Annual Budget.
- (g) The timeframes and deadlines provided for above reflect, in part, the planning cycles of the Council and the Taranaki Regional Council. In the event that there is any change to either Council's planning cycle, the Council and the Trust will agree appropriate changes to the timeframes and deadlines provided for above, so that the process remains workable for the Trust, the Council and the Taranaki Regional Council.

9.5 Implementation of Budgets:

- (a) The Council will carry out General Maintenance as provided for in the General Operating Budget; and
- (b) Once approved (and subject to provision of funds in accordance with clause 10), the Council will implement the Annual Budget (as amended from time to time, if applicable) and will carry out or arrange (as appropriate) Major Maintenance and items involving Capital Expenditure.

9.6 Amendment to Annual Budget: The Committee may amend the Annual Budget during the course of the relevant Year if it considers it prudent and appropriate to do so. The Committee will amend the Annual Budget if it considers that any

planned or unplanned Major Maintenance is required, and the costs associated with such will exceed the budgeted amount for such Annual Budget. Any material amendment will be submitted to the Council and the Taranaki Regional Council, and to the Trust (for approval), in a similar manner to that provided for in clause 9.4.

9.7 Annual Budgets for the 2012/13, 2013/14 and 2014/15 Years:

- (a) This clause 9.7 applies to the Annual Budgets for each of the 2012/13, 2013/14 and 2014/15 Years.
- (b) For each of the Years to which clause 9.7 applies, the Council, as manager, will carry out physical preparation of the Annual Budget, and will provide a draft Annual Budget for each Year to the Council and the Taranaki Regional Council for those Councils' formal approvals.
- (c) When both the Council and the Taranaki Regional Council have approved the draft Annual Budget, the Council will submit the draft Annual Budget to the Trust for approval.
- (d) The Trust will confirm whether it approves the draft Annual Budget.
- (e) In the event that the Trust is not willing to approve the draft Annual Budget, the Council will consider appropriate changes to the draft Annual Budget and repeat the relevant parts of the preparation and approval process outlined in this clause 9.7.
- (f) The parties will carry out their roles under this clause 9.7 without undue delay, with an expectation that the Trust will have approved the Annual Budgets by no later than:
 - (i) the end of September 2013 for the Annual Budgets for the 2012/13 and 2013/14 Years; and
 - (ii) the end of June 2014 for the Annual Budget for the 2014/15 Year.
- (g) The Council will have the equivalent power of amendment given to the Committee under clause 9.6 in relation to the Annual Budgets, although any material amendment must be approved in a similar manner to that provided for in this clause 9.7.
- (h) Clauses 9.4 and 9.6, and the requirement in clause 9.2 that the Annual Budget be based on the relevant Asset Management Plan, will not apply to the Annual Budgets.

10. FUNDING

10.1 General principles: The general principles adopted in relation to funding are that:

- (a) the Council will fund General Maintenance and Operations Costs;
- (b) the Council is entitled to receive all revenue generated from the Stadium, including revenue from hireage and operation of the Stadium and other

Commercial Arrangements, which revenue will be applied to the Council's costs of General Maintenance and the Operations Costs of the Stadium;

- (c) the Trust will fund all Major Maintenance and Capital Expenditure.

10.2 Payment for General Maintenance and Operations Costs:

- (a) The General Operating Budget shall be funded by the Council (unless the Annual Budget provides for any part of such cost to be funded by the Trust, in which case such amount will be paid as provided for in the Annual Budget).

10.3 Funding of Major Maintenance and Capital Expenditure The Trust will meet the cost of all:

- (a) Major Maintenance; and
- (b) Capital Expenditure.

The manner in which such funding shall be made available (eg. payment to the Council or direct payment to third parties) will be as agreed by the Council and the Trust as part of the Asset Management Plan and the Annual Budget.

11. INSURANCE

11.1 Insurance of the Stadium: The Council, the Committee and the Trust will discuss, as part of the Asset Management Plan process:

- (a) the appropriate types and amounts of insurance cover that should be maintained in respect of the Stadium (but final decision as to the extent of insurance will lie with the Trust); and
- (b) the most cost effective manner for putting in place such insurance cover (including whether it is possible and appropriate for some cover to be obtained under the Council's own insurance arrangements).

If requested by the Trust, the Council will be responsible for putting in place insurance as per the position agreed in the Asset Management Plan. The costs associated with such insurance will be met by the Trust, in addition to any other payments provided for under this Agreement.

11.2 Public liability: The Council must maintain a public liability policy with an approved insurance company for a sum of not less than \$20,000,000.00.

12. MEETING AND REPORTING

12.1 Records: The Council will maintain complete and accurate records relating to its management of the Stadium, and will make the same available to the Trust on request.

12.2 Reporting: The Council will provide a formal report to the Trust and the Committee every six months, outlining progress against the Asset Management Plan and Annual Budget.

13. THIRD PARTY CONTRACTS

13.1 Existing Arrangements: The Council has assumed management of the Stadium subject to all existing leases, licences, contracts (including sponsorship arrangements), naming rights, and all other obligations and agreements entered into by or on behalf of the Trust. A list of the existing leases of the Stadium is set out in Schedule 3 of this Agreement.

13.2 Role of Council: As part of its management role, the Council:

- (a) will be responsible for negotiating all commercial arrangements with third parties (**Commercial Arrangements**) relating to the operation of the Stadium, including:
 - (i) leases, licences and other occupation rights;
 - (ii) venue and facility hire agreements and other arrangements for the use of the Stadium;
 - (iii) arrangements for the carrying out of works and provision of services at the Stadium; and
 - (iv) advertising and sponsorship arrangements;
- (b) may, on behalf of and as agent for the Trust, enter into non-material Commercial Arrangements provided the terms of such are consistent with principles and limitations set out in the Asset Management Plan ;
- (c) will present other Commercial Arrangements to the Trust for execution by the Trust;
- (d) will manage, administer and deal with Commercial Arrangements on behalf of the Trust according to the terms of those arrangements and as the Council otherwise considers reasonable (including agreeing to any amendment, termination, waiver or similar);
- (e) is entitled to receive all revenue generated from the Commercial Arrangements; and
- (f) keep the Trust informed as to the material Commercial Arrangements, and any issues relating to such Commercial Arrangements.

13.3 Trust approval of material Commercial Arrangements: The Trust will approve and execute Commercial Arrangements as presented by the Council, provided such Commercial Arrangements are consistent with this agreement and the Asset Management Plan.

13.4 Status of Commercial Arrangements: Notwithstanding that the Council may enter into some Commercial Arrangements for and on behalf of the Trust, the Trust acknowledges that all such Commercial Arrangements are entered into at the Trust's risk and the Council shall not have any liability to the Trust (except to

the extent that any liability arises as a result of the Council's failure to comply with its obligations under this Agreement). To the extent that any potential claim, liability or other material issue arises under such Commercial Arrangements (outside of the course of day to day management of such arrangements):

- (a) the Council will notify the Trust of the matter; and
- (b) the Council will, at the cost of the Trust, take such action as the Trust reasonably requires in relation to such issue and provide all reasonable assistance to the Trust to resolve such issue.

14. GST

14.1 Cooperation of Parties: Each party acknowledges that the other party is a registered person under the GST Act and the parties agree to cooperate in good faith to enable each other to comply with their respective obligations under the GST Act in relation to this agreement and the Stadium operations.

14.2 This Agreement: The parties agree that:

- (a) the Trust is making available to the Council the full amount of all revenue generated from the hireage and operation of the Stadium and other Commercial Arrangements from time to time under this agreement, including any such revenue in excess of the General Maintenance and Operations Costs to be funded by the Council, in consideration for the Council undertaking its management role in respect of the Stadium under the terms of this agreement (**the Council's supply**);
- (b) the Council is funding the full amount of General Maintenance and Operations Costs, including any such costs in excess of the revenue generated from the hireage and operation of the Stadium and other Commercial Arrangements, in consideration for the Trust continuing to make the Stadium available to the Council, and working with the Council, on terms that recognise the importance of the Stadium as a regionally significant community asset situated in the Council's district (**the Trust's supply**);
- (c) accordingly at the end of each month or other period as agreed by the parties:
 - (i) the Council will issue to the Trust a tax invoice for the Council's supply, with the total GST-inclusive consideration for the supply matching the GST-inclusive amount of the revenue generated from the hireage and operation of the Stadium and other Commercial Arrangements for the relevant period; and
 - (ii) the Trust will issue to the Council a tax invoice for its supply, with the total GST-inclusive consideration for the supply matching the GST-inclusive amount of General Maintenance and Operations Costs for the relevant period.

14.3 Stadium Operations: Without limiting the generality of clause 14.1, the Council will assist the Trust in relation to the Trust's preparation and filing of the Trust's GST returns in relation to the Stadium operations, including confirmation of the revenue and expenses to be included in such returns, and its compliance with any

other record-keeping and filing obligations under the GST Act in relation to the Stadium operations.

- 14.4 Interpretation:** Unless the context requires otherwise, words and phrases used in this clause 14 have the same meaning as those words and phrases have when used in the GST Act.

15. WARRANTIES

- 15.1** Each party warrants to the other that:

- (a) it has obtained all authorisations and has done all things necessary in order to enter this Agreement and to perform its obligations under this Agreement; and
- (b) it is not aware of anything which will, or might be reasonably expected to, prevent that party from performing, or impair that party's performance of, its obligations under this Agreement in the manner and in the times contemplated by this Agreement.

16. LIABILITY

- 16.1 General approach to liability:**

- (a) The parties will negotiate in good faith to address any liability that may arise for either the Trust or the Council relating to the management, maintenance or operation of the Stadium.
- (b) Each party will take reasonable steps to mitigate any loss, cost or damage to the Stadium itself or that may be incurred or suffered by either party in relation to this Agreement.
- (c) Neither party shall be liable to the other (whether in tort, contract, equity or otherwise) for any consequential loss or damage suffered by the other, including any loss of revenue, loss of profit, loss of goodwill or cost of capital.

- 16.2 Limit on Council's liability:** The total aggregate liability of the Council to the Trust arising out of or in connection with this Agreement (whether in tort, contract, equity or otherwise) is limited in any Year to \$100,000.

- 16.3 Trust liability:** The Council acknowledges that the trustees of the Trust are incorporated as a board and that the contracting party is the incorporated board of trustees, not the individual trustees of the Trust. The liability of the board is limited to the extent of the net assets of the Trust.

- 16.4 Force majeure:** Neither party will be liable to the other party for failure or delay in the performance of any of its obligations under this Agreement if, and to the extent that, such failure or delay is because of any matter or thing beyond the reasonable control of that party.

17. ASSIGNMENT AND SUBCONTRACTING

17.1 Subcontracting: The Council may subcontract any of its responsibilities under this Agreement to one or more subcontractors, provided that the Council will remain liable under this Agreement for any of its obligations that are subcontracted.

17.2 Assignment: Neither party may assign its interest in this Agreement unless the prior written consent of the other party has been obtained (such consent not to be unreasonably withheld).

18. VARIATIONS

18.1 Variation: Any variation to this Agreement must be in writing and signed by both the Council and the Trust.

19. TERMINATION

19.1 Termination: This Agreement may be terminated in any of the following circumstances:

- (a) by written agreement between the parties;
- (b) by either party on 20 Working Days' notice in writing if:
 - (i) the other party fails to comply with any obligation imposed on it under this Agreement, and either:
 - (A) the failure is unable to be remedied; or
 - (B) the failure continues for 20 Working Days after the date written notice has been given to the defaulting party by the other party requiring the failure to be remedied; or
 - (ii) the other party commits an act of bankruptcy or an act of insolvency, goes into liquidation or becomes liable to be placed into liquidation, has a receiver, liquidator, manager or statutory manager appointed, cannot pay its debts or is taken to be unable to pay its debts, or enters into any arrangement or compromise with creditors generally;
- (c) by the Council on 40 Working Days' notice if there is a change (or pending change) in the statutory framework under which the Council operates which materially affects its ability to comply with this Agreement; or
- (d) at the end of a Year, in the event that either party gives notice at least 12 months prior to the end of that Year that it wishes to terminate the Agreement.

19.2 Effect of termination: Any termination will be without prejudice to the rights of either party against the other in regards to any breach of any of the provisions contained or implied in this Agreement prior to the termination of this Agreement.

20. DISPUTE RESOLUTION:

20.1 Dispute: If a party alleges by written notice to the other party that a dispute has arisen under this agreement, whether during or after the expiry of the Term, the parties will each appoint representatives who will meet and endeavour to resolve the dispute.

20.2 Mediation:

- (a) If the parties are unable to resolve the dispute within 14 days from the date of receipt of notice of the dispute (or within a longer period as the parties agree is appropriate), either party may refer the dispute to a mediator.
- (b) If the parties are unable to agree on a mediator within 14 days of receipt of the notice of referral, either party may request the President of the Taranaki District Law Society to appoint a mediator for them.
- (c) Each party must pay half of the mediator's costs and disbursements.

20.3 Arbitration: If the parties are unable to resolve the dispute with the mediator's assistance within 21 days from the appointment of the mediator (or within a longer period as the parties agree is appropriate), either party may refer the dispute to arbitration. The arbitration will be carried out following the provisions of the Arbitration Act 1996.

21. CONFIDENTIALITY:

21.1 Confidentiality: Each party will maintain as confidential at all times, and will not at any time, directly or indirectly:

- (a) disclose or permit to be disclosed to any person;
- (b) use for itself; or
- (c) use to the detriment of the other party;

any information which it may acquire during the Term or may have already acquired concerning the other party and its operations except:

- (d) as required by law;
- (e) as is already or becomes public knowledge, otherwise than as a result of a breach, by the party disclosing or using that confidential information, of any provision of this agreement;
- (f) as authorised in writing by the other party;
- (g) to the extent reasonably required by this Agreement (and, without limiting the effect of this clause, a party may disclose confidential information only to those of its officers, employees or professional advisers, on a "need to know" basis, as is reasonably required for the implementation of this agreement).

21.2 Official information: The Trust acknowledges that the Council is subject to the Local Government Official Information and Meetings Act 1987 (**LGOIMA**) and that under that Act the Council may be requested to release certain official information about the Agreement. In the event that the Council receives a request that relates to confidential information regarding this Agreement, the Council will advise the Trust of such request and the extent to which such information is to be released.

22. ENTIRE AGREEMENT

22.1 Entire Agreement: This Agreement:

- (a) constitutes the entire understanding and agreement of the parties on the subject matter of this Agreement; and
- (b) supersedes and extinguishes all prior agreements and understandings between the parties on the subject matter of this Agreement.

23. GENERAL

23.1 Notices: All notices or other communications permitted or required to be given under this Agreement must be in writing and must be either:

- (a) delivered by hand;
- (b) sent by pre-paid registered mail; or
- (c) sent by facsimile transmission;

to the recipient at the following address or facsimile number, or at another address specified by a notice:

If to the Council:

The Chief Executive
New Plymouth District Council
Liardet Street
Private Bag 2025
NEW PLYMOUTH
Facsimile: (06) 759 6072

If to the Trust:

The Trustees
Taranaki Stadium Trust
c/- Taranaki Regional Council
Private Bag 713
STRATFORD
Facsimile: (06) 765 5097

23.2 Delivery of Notices: Any notice will be taken to have been validly given:

- (a) if delivered by hand, on personal delivery to the recipient or to the address listed above;
- (b) if sent by registered mail, on the second Working Day following the date it was mailed; or
- (c) if sent by facsimile transmission, on confirmation of transmission to the intended recipient by the sender's facsimile machine;

provided that any notice delivered or facsimile sent after 5.30 pm on a Working Day, or at any time on a non-Working Day, will be taken to have been received at 8.00 am on the next Working Day.

23.3 Public announcements: Except as required by law, no party shall make any public announcement or other communication about this Agreement without consent from the other party.

23.4 Counterpart execution: This Agreement may be executed in any number of counterparts. Each counterpart will be taken to be an original. Any party may enter into this agreement by executing any counterpart.

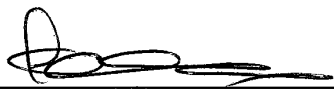
23.5 Waiver: Any delay or failure by a party to exercise, in whole or in part, any right, power, or remedy under this Agreement will not operate as a waiver of that right, power, or remedy. A waiver of any breach of any provision of this Agreement will not be effective unless the waiver is in writing and signed by the party against whom the waiver is claimed. The waiver of any breach will not be, or be taken to be, a waiver of any other subsequent breach.

23.6 Governing Law: This Agreement is governed by and interpreted according to the laws of New Zealand. Each party submits to the non-exclusive jurisdiction of the New Zealand Courts in respect of any dispute or proceedings arising out of this Agreement.

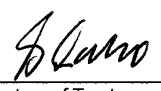
SIGNED AS AN AGREEMENT

SIGNED for and on behalf of **TARANAKI STADIUM TRUST** by:

Frank Clemens Versteeg
Full name of trustee

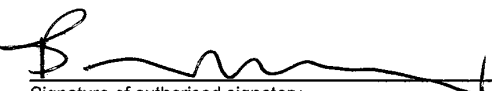

Signature of Trustee

Barry McMillan Rollo
Full name of trustee


Signature of Trustee

SIGNED for and on behalf of **NEW PLYMOUTH DISTRICT COUNCIL** by:

CEO
Full name of authorised signatory


Signature of authorised signatory

SCHEDULE 1

GENERAL ALLOCATION OF RESPONSIBILITY BETWEEN THE COUNCIL AND THE TRUST

AREA	COUNCIL ROLE	TRUST ROLE
<p>Building Fit for its Purpose</p>	<ul style="list-style-type: none"> • Undertake actions and provide such operational fixtures and equipment as required to ensure the building can continue to be used as a sports stadium and events venue. • Ensure the Stadium's general compliance with relevant legislative standards including: <ul style="list-style-type: none"> • Building Act 1991 & 2004 & Building Regulations 1993. • Resource Management Act 1991, 2004 & 2005. • Fire Safety & Evacuation of Buildings Regulations 2006. • Fire Services Act 1975 & Fire Services Regulations. • Health & Safety in Employment Act 2002. • New Plymouth District Plan. • New Plymouth District Council Bylaws. • Accessibility Code NZS 4121. 	<ul style="list-style-type: none"> • Fund any capital expenditure required to maintain the Stadium's compliance with relevant legislative standards including: <ul style="list-style-type: none"> • Building Act 1991 & 2004 & Building Regulations 1993. • Resource Management Act 1991, 2004 & 2005. • Fire Safety & Evacuation of Buildings Regulations 2006. • Fire Services Act 1975 & Fire Services Regulations. • Health & Safety in Employment Act 2002. • New Plymouth District Plan. • New Plymouth District Council Bylaws. • Accessibility Code NZS 4121.
<p>Building Maintenance</p>	<ul style="list-style-type: none"> • Develop and implement Annual Budget • Fund and carry out General Maintenance • Attend to items of maintenance in a timely manner and to the best of trade standards. • Conduct monthly inspections of the building to ensure acceptable standards of maintenance and presentation are maintained; and • Maintain competitive contracts for building services and maintenance and ensure satisfactory performance under these contracts. • Implement and oversee Major Maintenance as may be agreed with Trust 	<ul style="list-style-type: none"> • Approve Annual Budget • Fund Major Maintenance (and implement and oversee Major maintenance if not being implemented/overseen by Council)

<p>Occupancy and Use</p>	<ul style="list-style-type: none"> The Council will obtain all permits and consents to allow the Stadium to be used for its purpose as a sports stadium and venue. No activities or actions are to be permitted or undertaken that would void the building insurances. 	
<p>Property Management/Commercial Arrangements</p>	<ul style="list-style-type: none"> Negotiate Commercial Arrangements Enter into non material Commercial Arrangements on behalf of Trust Manage commercial arrangements 	<ul style="list-style-type: none"> Enter into material Commercial Arrangements as negotiated by Council Risk associated with commercial arrangements lies with Trust
<p>Capital Expenditure & Asset Management Planning</p>	<ul style="list-style-type: none"> Develop overall Asset Management Plan Propose Major Maintenance, Capital Expenditure and development projects to Trust for approval Implement and oversee Major Maintenance, Capital Expenditure and development projects as may be agreed with Trust. 	<ul style="list-style-type: none"> Approve Asset Management Plan Approve and fund Major Maintenance, Capital Expenditure and development projects

**SCHEDULE 2
MAINTENANCE CATEGORIES**

Major Maintenance	General Maintenance	Operations Costs
A: Building and Stadium	A: Building and Stadium	
Building compliance costs		
Structural repairs	Non-major internal repairs and alterations for staff and tenants	Cleaning, including toilet paper, sanitary requirements, towels & soap
Work to ensure water tightness (or remedy water tightness issues)		Disposal of rubbish
External painting (excluding graffiti removal)		Security operations
Roof replacement & painting		Energy - Electricity
Spouting & downpipe replacement & repair		Energy - Natural Gas
Lift maintenance & repairs		Rates
Plumbing & drainage system replacement & repairs	Blocked drains & toilet blockages	Water Supply Charges
Exterior cleaning/washdown (Chemwash)		
Electrical system replacement & repairs	Day to day electricity & gas maintenance. Fuses & day-to-day electrical repairs	
Interior (cyclic) redecoration		
Air system maintenance(Heating , ventilation , air conditioning)		Furniture purchase, replacement & repairs
Fire systems & fire-fighting equipment		Asset Management Plan costs
Security cameras replacement & repair	Security & fire alarms monitoring	
Security & Fire alarms replacement & repair		

23554149_1.doc

Floor covering replacement	Floor covering repairs
Exterior glass replacement & repair	Internal glass repairs. Broken windows, vandalism etc.
Access Control (electronic or key)	Replacement keys and fobs
Fixed seating purchase, replacement & repairs	
Accessibility requirements	
Indoor & Outdoor lighting, circuitry replacement & repair	Lighting operations and minor repairs. Light bulb replacement.
Lighting towers maintenance	
Car park resealing	
Scoreboard maintenance	Scoreboard operations
Permanent Signage	Commercial and event signage
Sound System/PA	
Drapes and window treatments	
Perimeter fencing and gates	
B: Building Fit out and Ancillary Services	B: Building Fit out and Ancillary Services
Kitchen fit out replacement. Stoves, ovens, refrigerator & dishwasher/extractors	Minor repairs to Kitchen fit out and white ware
Generator maintenance	Generator operating costs and minor maintenance
C: Turf and Grounds Maintenance	C: Turf and Grounds Maintenance
Major turf and irrigation renewals	Mowing, verti-draining, rolling, weed control, fertiliser, irrigation, minor maintenance, renovations and marking
	Building surrounds & gardens maintenance

**SCHEDULE 3
EXISTING LEASES AND AGREEMENTS OF THE STADIUM**

Lessee	Start	Term	Final expiry date	Type of agreement
Taranaki Rugby Football Union	1 November 2002	10	20 October 2012	Lease eastern grandstand
Taranaki Rugby Football Union	15 August 2008	2.3+1+1	31 December 2012	Agreement to hire rugby park
Taranaki Rugby Football Union Inc	19 July 2012	1.5	31 December 2013	Food and beverage services
TSB Bank	18 November 2012	3	17 November 2015	Naming rights - Eastern stand
Taranaki Rugby Supporters Club	1 September 2003	10+5	31 August 2018	Lease eastern grandstand
TSB Community Trust	23 October 2003	10+5	22 October 2018	Scoreboard naming rights
Vodafone NZ Ltd	1 November 2001	5+5+5+5	31 October 2021	Telecommunications lease
Yarrows (the Bakers) 2011 Limited	9 March 2002	10+10	7 March 2022	Stadium naming rights
Noel Henry and Melva Doreen Yarrow	11 May 2004	8yr 1.5mth + 10	31 June 2022	Naming rights - Western stand + scoreboard
Telecom Mobile Ltd	1 April 2010	6+6+6	31 March 2028	Telecommunications lease
Two Degrees Mobile Ltd	1 August 2012	6+6+6	31 July 2030	Telecommunications lease
Taranaki Sports Trust Board	1 March 2007	20+15	28 February 2042	Ground lease
Fortress Information Systems LTD	1 March 2012	3+3	Thereafter continues 5 yr periods until terminated	Ticketing agreement



Yarrow

STADIUM

EVENT & FUNCTION CENTRE

Strategic Plan 2015 - 2025

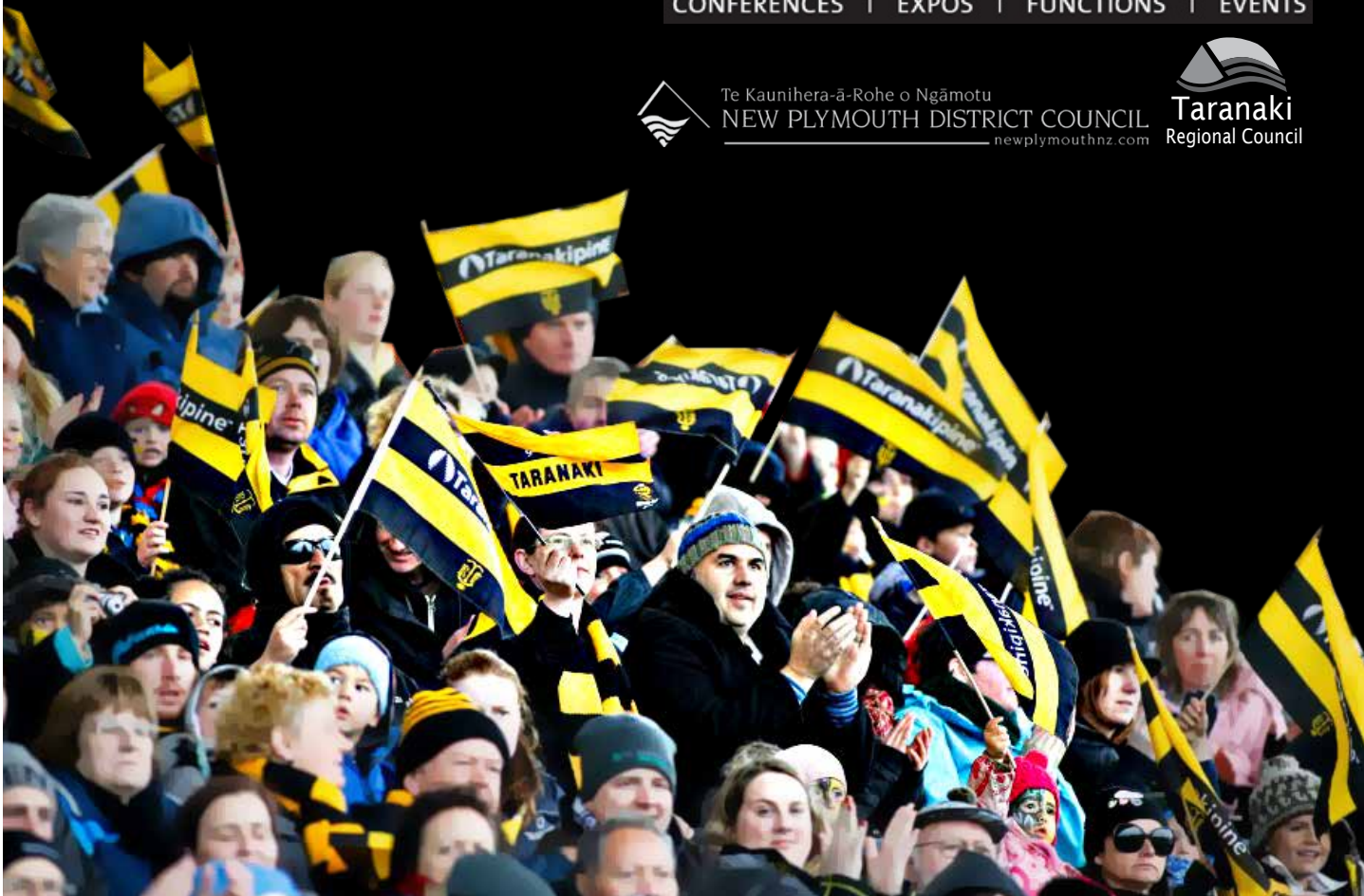
NEW PLYMOUTH event venues
CONFERENCES | EXPOS | FUNCTIONS | EVENTS



Te Kaunihera-ā-Rohe o Ngāmotu
NEW PLYMOUTH DISTRICT COUNCIL
newplymouthnz.com



Taranaki
Regional Council







Contents

Pg 5 Background

Pg 6 Meet the Team

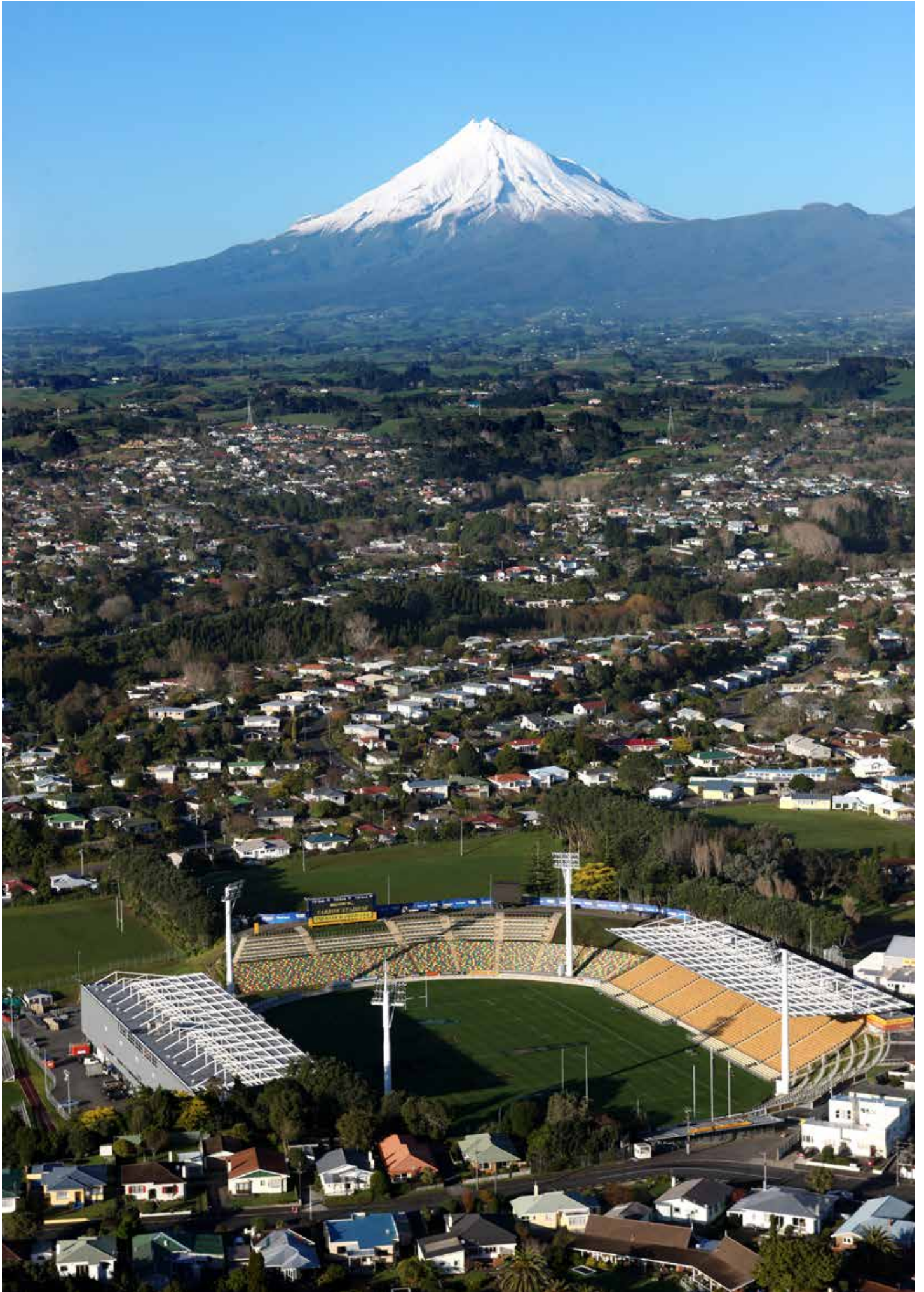
Pg 9 Vision

Pg 10 Goals

1. A programme of national and international events.
2. Host key community events.
3. Maximise the use of Yarrow Stadium.
4. Optimise visitor and economic impact and promote the Taranaki brand.
5. Strengthen the connection of the people of Taranaki to the stadium.
6. Improve financial performance.
7. Facility development initiatives to maintain stadium competitive advantage and improve customer experience.

Pg 18 The Master Plan

The Strategic Plan will be reviewed on a three year cycle.





Background

Yarrow Stadium is Taranaki's premier outdoor sporting venue, located within a short distance from New Plymouth's central area in the suburb of Westtown. The venue was first developed as a rugby ground in 1931, with the first stadium completed in 1947. A major redevelopment in 2002 saw new grandstands added and considerable modernisation. Further enhancements to the venue were completed in 2010, raising the capacity to 25,500. Facilities now include two grandstands, main sand-based grass field, three other grass fields and a car park.

The property is owned by the Taranaki Stadium Trust (the Trust). The purpose of the Trust is to promote the effective and efficient maintenance, development, management, operation and promotion of Yarrow Stadium as a community asset used for recreation, sporting and cultural activities for the benefit of the people of Taranaki, working in particular with Taranaki Regional Council (TRC) and New Plymouth District Council (NPDC).

TRC and NPDC have entered into dual funding partnerships for the operations and long term maintenance and development of the Yarrow Stadium. NPDC manages, generates the revenue and funds the operations of Yarrow Stadium and TRC funds the long-term maintenance and development of the stadium. A Joint Management Committee, comprising of two NPDC elected members and two TRC elected members, have a governance and decision making role for the stadium management, including developing asset management plans and implementation budgets. NPDC also contributes to the Major Events Fund, which can be used to attract events to Yarrow Stadium.

This Strategic Plan presents a vision and goals for the future of Yarrow Stadium. Strategies through which goals will be achieved are presented with a number of these being capital developments. Together the capital development projects are presented in a master plan under Goal Seven.

Meet the Team

Taranaki Stadium Trust



Owner of Yarrow Stadium assets. A Council-controlled organisation of TRC. Provides funding to NPDC for the delivery of approved long-term development and major maintenance programmes. Contracts, through a management agreement, with NPDC for the operation of the stadium.

Taranaki Regional Council

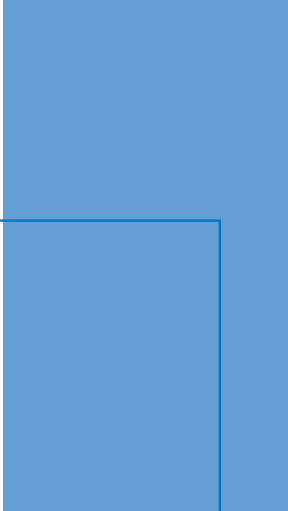


Responsible for the long-term maintenance and development of Yarrow Stadium through the receipt and approval of long-term development and major maintenance programmes from the Yarrow Stadium Joint Committee and subsequent instruction to the Taranaki Stadium Trust to fund the development and major maintenance programme. Provides annual funding of \$876,000 to the Taranaki Stadium Trust for the long-term development and major maintenance programme. Holds and controls the Taranaki Stadium Trust as a Council-controlled Organisation.

New Plymouth District Council



Responsible for the operation of Yarrow Stadium including delivery of the approved long-term development and major maintenance programmes, securing of events at the stadium and delivery of event management. At a governance level NPDC also receives and approves the long term development and major maintenance programme. The Council also provides administrative support to the Yarrow Stadium Joint Committee.



Yarrow Stadium Joint Committee



Made up of two NPDC elected members and two TRC elected members. Responsible for the development of the asset management plan and long-term development and major maintenance programme and associated annual budgets. Proposed that role be expanded to include strategic oversight, support and leadership for all aspects of Yarrow Stadium securing and programming of events and operations.

Taranaki Rugby Football Union

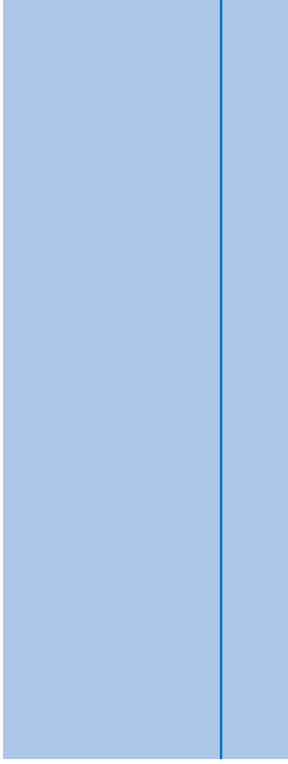


A regional sports organisation and provincial rugby union responsible for the delivery of rugby at all levels in Taranaki. Key tenant and user of Yarrow Stadium with offices within the TSB Stand. Taranaki Rugby Football Union have a key role in the hosting of major rugby events at Yarrow Stadium.

Venture Taranaki



Taranaki's economic and tourism development agency with the role of supporting businesses and events through a number of services including management of the Major Events Fund.







Vision

The best regional stadium in New Zealand that regularly hosts national and international sports and entertainment events.

A stadium for both major events and community events and the premier outdoor field for team sports codes.

A stadium that is loved by sports fans and the local community

A stadium that is a quality experience for event promoters, participants and spectators, which is achieved through superior event facilities, presentation and management and through the early adoption and smart use of technology.

Goals

1. A programme of national and international events.
2. Host key community events.
3. Maximise the use of Yarrow Stadium.
4. Optimise visitor and economic impact and promote the Taranaki brand.
5. Strengthen the connection of the people of Taranaki to the Stadium.
6. Improve financial performance.
7. Facility development initiatives to maintain the stadium's competitive advantage and improve customer experience.



1. A programme of national and international events

Yarrow Stadium has a history of hosting a number of major events including All Blacks Matches, FIFA U20 World Cup 2015 games and motor sport shows such as Crusty Demons. We want to grow the number and diversity of major events in order to deliver the best possible major event programme on the number one field. Achieving this goal will assist the goals of optimised visitor and economic impact and positive promotion of the Taranaki brand (goal four) and strengthen the connection of the people of Taranaki to the stadium (goal five).

Strategies through which this will be achieved include:

- Increase the amount of quality space for hospitality hosting.
- Ensure the stadium complies with minimum facility specification requirements of the targeted codes being rugby, football, rugby league and cricket.
- Redevelop field number two or three with an artificial turf to enable training and other games to continue during times when field number one is unavailable due to a major event. External funding will be sought for this project which will determine its timing along with the Trust's ability to contribute funding. This will be reviewed as part of the Master Plan and Asset Management Plan review in 2018.
- Continue the collaborative "Team Taranaki" approach for event proposal development.

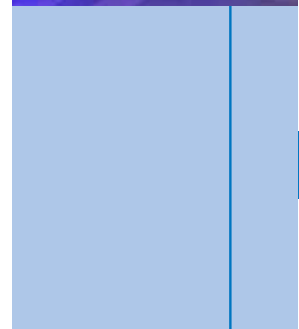
2. Host key community events

Playing, performing or viewing events at an international standard stadium is an experience we want more of the community to experience. Currently the community events programme is limited. Reasons for this include the cost of hiring the facility for smaller events when the only changing facilities are within the main stand. At times the availability of the fields can be diminished by preparation required for a major event or simply field capacity being reached in the case of field number two.

Strategies through which this will be achieved include:

- Work with community groups to minimise the cost of venue hire and/or explore opportunities for external subsidisation.
- Redevelop field number two or three with an artificial turf which will provide greatly increased capacity of this field and a quality playing experience.*
- Develop new amenity facilities to service fields two, three and four therefore reducing the needs and costs associated with opening the main stadium for community sport and events.*

* External funding will be sought for these projects which will determine their timing along with the Trust's ability to contribute funding. This will be reviewed as part of the Master Plan and Asset Management Plan review in 2018.

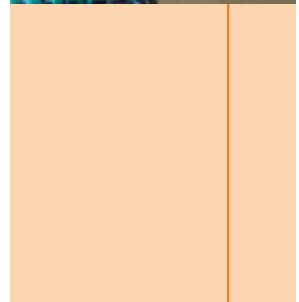


3. Maximise the use of Yarrow Stadium

We want the overall community utilisation of Yarrow Stadium as a venue to increase and be more regular. As well as outdoor fields, Yarrow Stadium has a number of indoor spaces suitable for functions and other community activities.

Strategies through which this will be achieved include:

- TSB Stand concourse and Legends Lounge development – polish/new floors, partitioning and speakers to improve flexibility and quality of the spaces.
- Implement an event booking system that provides an efficient utilisation of the venue and an efficient booking process.
- Develop and implement a strong marketing strategy.





4. Optimise visitor and economic impact and promote the Taranaki brand

Events hosted at Yarrow Stadium have an impact on the economy of the region through increased visitors and promotion of the Taranaki Brand. In 2013, the rugby test between the All Blacks and France attracted 6,500 visitors and injected \$4.53 million in to the Taranaki economy. We want to optimise the visitor and economic impact and work collaboratively with stakeholders to promote the Taranaki brand as part of hosting stadium events and attract more events.

Strategies through which this will be achieved include:

- Investigate opportunities to work the tourism industry, particularly air industry to attract events in shoulder or low visitor seasons.
- Develop and implement a strong marketing strategy.
- Consider the establishment of a Yarrow Stadium Advisory Group to promote collaboration on promotion of the Taranaki brand as well as other aspect of stadium operations.



5. Strengthen the connection of the people of Taranaki to the stadium

Pride and passion go hand in hand with sporting and other entertainment events. As well as the events that occur within, we want Yarrow Stadium to be a venue that is loved by sports fans and the local community. Being within walking distance of the New Plymouth Central area and with the back drop of Mount Taranaki there is great opportunity for people to feel a connection. People visiting the stadium more often, with more major events, community events and other functions will be an important step in achieving this goal. There are also other aspects to consider such as the stadium being home to Taranaki Rugby which in itself sees thousands of people visit for all levels of the sport and how this connection can be built upon.

Strategies through which this will be achieved include:

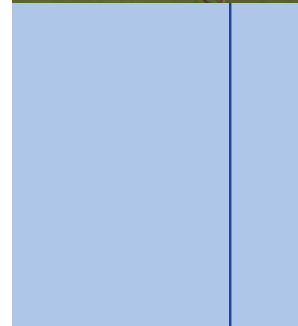
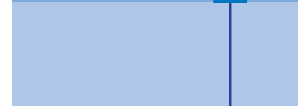
- Investigate options for development of a space for display of memorabilia and/or theming in some stadium areas
- Develop a strong brand strategy that includes a social media aspect.

6. Improved financial performance

An important goal for the management of any community asset. We want Yarrow Stadium to be run as efficiently and effectively as possible with the aim of reducing the cost to ratepayer. Currently the operational cost of Yarrow Stadium is met by NPDC through rates funding. Over time growing utilisation at Yarrow Stadium is projected to increase revenue, and while in some cases increased event hosting will result in increased cost, reducing the operation subsidy needed from the ratepayer is the goal.

Strategies through which this will be achieved include:

- Develop a comprehensive business plan.
- Increase opportunities for commercial signage revenue and naming rights, along with other commercial partnerships.
- Ensure appropriate agreements in place with stadium tenants.
- Ensure facilities provide the most efficient operational set-up to reduce event costs.







7. Facility development initiatives to maintain the stadium's competitive advantage and improve customer experience

To be the best regional stadium in New Zealand, a programme of ongoing facility development is needed to ensure the facility maintains competitive advantage and is up to date with stadium trends. Through facility development initiatives we want to provide an improved experience to all stadium customers from spectators to sports codes. A 10-year master plan has been developed to identify facility projects and future areas of focus.

Other facility initiatives include:

- Initiate a project for the replacement of flood lighting with LED including options for a partnership approach to design and delivery.
- Continue to work with Central Football on the provision and access to facilities for football at Yarrow Stadium, including considering a business case for a second artificial turf in the future.
- Work with New Zealand Cricket to explore the possibility of ICC dispensation for Yarrow Stadium to host international cricket in the future and identify the facilities associated needs.



Yarrow STADIUM *Master Plan*



Major Projects

2016 / 17

A Redevelop the upper part of Yarrow Stand or TSB Stand to create increased hospitality space and new amenities area.
Est. \$1.87 million

B Redevelop outer areas where needed to improve customer experience, including gate 1 configuration and main entrance arrival signage.
Est. \$300,000

C TSB Stand Legends Lounge
Sound proof partitions, upgrade toilets, bars, kitchen, ceiling, lights and memorabilia space.
Est. \$400,000

2018 / 19

D Venue reception, entrance, office and heating upgrade.
Est. \$350,000

E Upgrade lights 200 lux for fields 3 and 4.
Est. \$450,000

F Current floodlight replacement/ upgrade for No.1.
Est. \$545,000

2019 / 20

G Review current layout of public food and beverage area if new Yarrow Stand amenities/corporate block is not built.
Est. \$300,000

2023 / 24

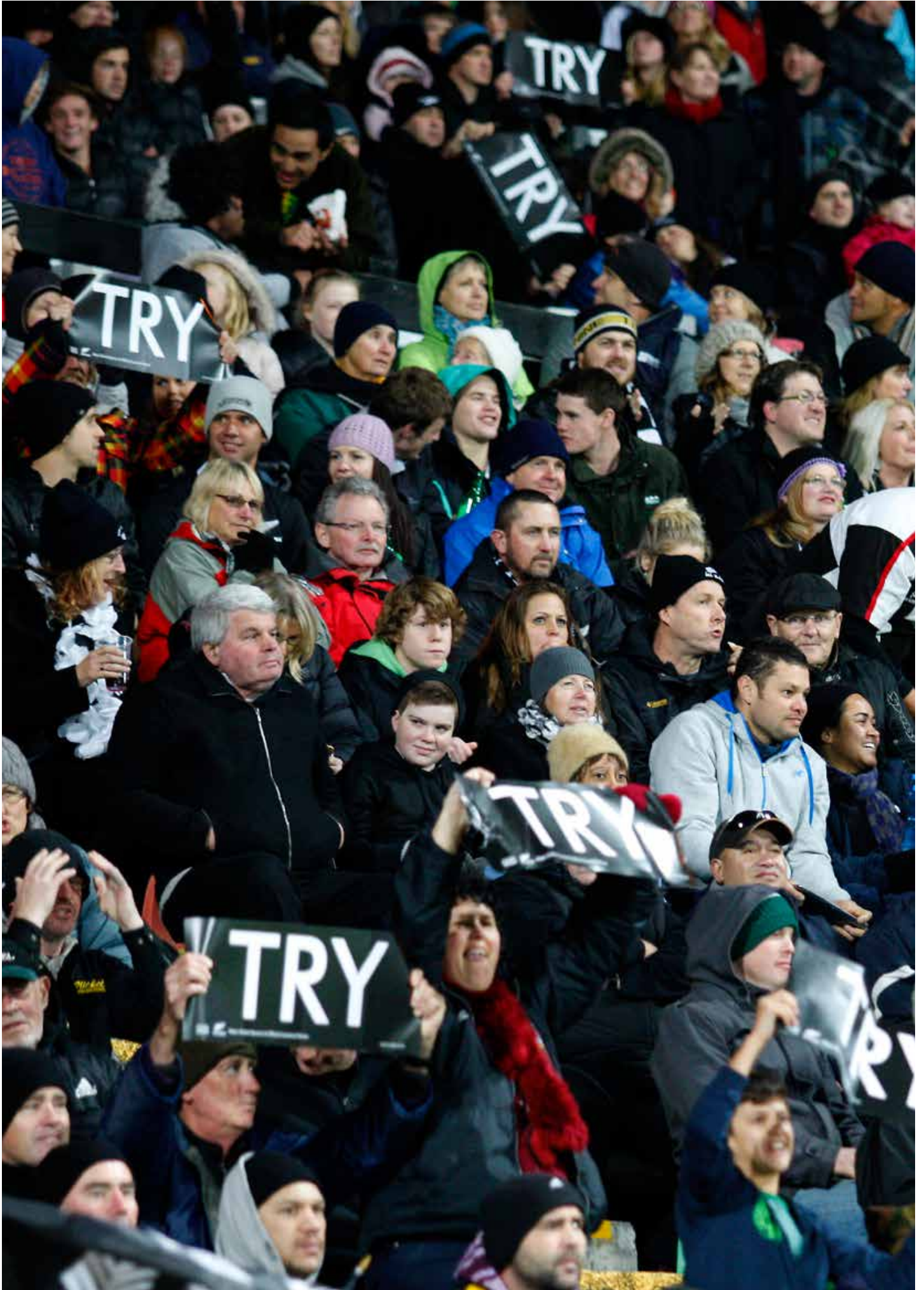
H Maratahu Street Streetscape/premier entrance development.
Est. \$468,000

TIMING OF PROJECTS NOT DETERMINED

I Redevelop field No. 2 with an artificial turf and 500 lux appropriate floodlighting, including carpark, driveway and staff car parks.
Est. \$3.05 million

J Develop new amenity facilities to service fields 2, 3 and 4 and storage and gym relocation.
Est. \$925,000

External funding will be sought for these projects which will determine their timing along with the Trust's ability to contribute funding. This will be reviewed as part of the Master Plan and Asset Management Plan review in 2018.





Quality Record Sheet

Document: Yarrow Stadium Asset Management Plan (YS AMP)

Date: September 2015

Status: Final

Version: 1.0

Originator(s):

Julie Johns	Yarrow Stadium Coordinator	NPDC
Jeremy Wichman	NPDC Team Leader Asset Management	NPDC

Reviewer(s):

Miranda Petersen	NPDC Advisory Strategy	
Anna Crawford	NPDC Infrastructure Planning Lead	NPDC

Authorised for release: Final



1 Executive Summary

Yarrow Stadium is Taranaki's premier outdoor sporting venue, located within a short distance from New Plymouth's central area in the suburb of Westtown. The venue was first developed as a rugby ground in 1931, with the first stadium completed in 1947. A major redevelopment in 2002 saw new grandstands added and considerable modernisation. Further enhancements to the venue were completed in 2010, raising the capacity to 22,420. Facilities now include two grandstands, main sand-based grass field, three other grass fields and a car park.

The property was transferred to the Taranaki Stadium Trust (the Trust) in 2013. The purpose of the Trust is to promote the effective and efficient maintenance, development, management, operation and promotion of Yarrow Stadium as a community asset used for recreation, sporting and cultural activities for the benefit of the people of Taranaki, working in particular with the Taranaki Regional Council (TRC) and New Plymouth District Council (NPDC).

Under the Trust's Deed and the Management Agreement, NPDC manages, generates the revenue and funds the operations of Yarrow Stadium; and the TRC funds the long-term maintenance and development of the stadium. A Joint Management Committee, comprising of two NPDC elected members and two TRC elected members, have a governance and decision making role for the Stadium management, including recommending to the Trust approval of an annual budget and asset management plan. NPDC also contributes to the Major Events Fund which can be used to attract events to Yarrow Stadium.

Vision

- The best regional stadium in New Zealand that regularly hosts national and international sports and entertainment events.
- A stadium for both major events and community events, and the premier outdoor field for team sports codes.
- A stadium that is loved by sports fans and the local community.
- A stadium that provides a quality experience for event promoters, participants and spectators, which is achieved through superior event facilities, presentation and management and through the early adoption and smart use of technology.

Key Levels of Service (Goals)

1. A programme of national and international events.
2. Hosting key community events.
3. Maximise the use of Yarrow Stadium.
4. Optimise visitor and economic impact and promote the Taranaki brand.
5. Strengthen the connection of the people of Taranaki to the Stadium.
6. Improved financial performance.
7. Facility development initiatives to maintain the Stadium's competitive advantage and improve customer experience.

The 10 year 2015-2025 budget for the funding and expenditure costs for Yarrow Stadium provides the following highlights:

- Eight major capex projects, including the development of an increased hospitality space. Total estimated cost of these projects is around \$4.7 million.
- Minor capex projects and various minor renewals. Total estimated cost around \$3 million.
- Major maintenance will average \$200,000 per annum over the 10 year period.
- Minor Maintenance will average \$37,000 per annum over the 10 year period.
- For the first five years, half the Trust's funding from the TRC will be used in debt servicing the new roof project (approx \$438,000 per annum).
- TRC Long Term Plan proposes that the Yarrow Stadium annual contribution of \$876,000 is not increased for inflation over the 2015-2025 time periods.

History

The venue was first developed as a rugby ground in 1931, with the first stadium completed in 1947. During 1959 an impressive 35,000 rugby spectators crowded into the venue to watch Taranaki play the British Isles. At that time the venue was a single grandstand. It was not until some 40 years later that the NPDC took over the management of the stadium and redevelopment took place.

The stadium is a personal legacy of the late Noel Yarrow, a pioneering Taranaki baker and businessman and active philanthropist. Noel was a passionate rugby supporter and the major grandstand overlooking the field's western sideline is a tribute to his support. Yarrow Stadium named as the third best stadium on earth in May 2009 by New Zealand Rugby World magazine behind only Millennium Stadium in Cardiff, Wales and Suncorp Stadium in Brisbane.

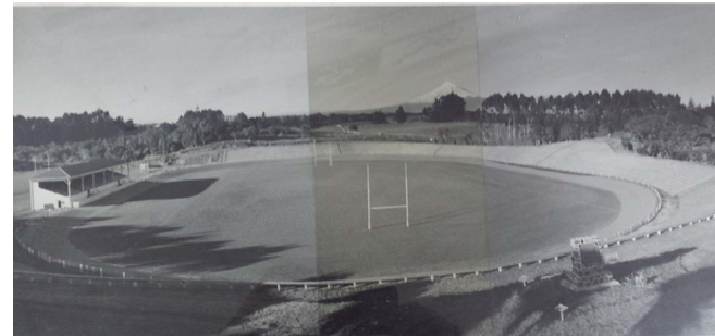
Trust Establishment

In December 1999 the Trust, a charitable trust and Council-Controlled Organisation under the Local Government Act, was established by NPDC. The aim was to develop, manage, operate and promote a Taranaki Events Centre complex at what was then known as Rugby Park, New Plymouth for recreation, sporting and cultural activities to the advantage of all citizens of the Taranaki region.

The stadium's initial regional funding of \$9.6 million was covered by a combination of uniform charges across the region and targeted rates in New Plymouth and North Taranaki. This arrangement ran from July 2001 to June 2012. In 2002 a major redevelopment saw two new grandstands added, the TSB Stand overlooking the main field's eastern sideline and the Noel and Melva Yarrow Stand on the western sideline.

Yarrow Stadium underwent a significant \$1.7m upgrade in 2009/10 to improve the venue to Rugby World Cup standard and increase its capacity from 17,000 to 25,500. The work included an extensive redevelopment of both the northern and southern banks and improved media and coaching box facilities in both stands.

New security cameras were also installed and the speaker system upgraded. The main field was fully renovated with new turf, drainage and irrigation.



Yarrow Stadium can also host a wide range of events including concerts, sport events, conferences, exhibitions, trade shows, conventions, corporate functions, weddings and community events.

The continued development of Yarrow Stadium as a first class facility reflects well on New Plymouth and the Taranaki region. The upgrade and enhancement of Yarrow Stadium will improve the ability to secure iconic international sporting events, but also meet the growing demand for use of the stadium by local community clubs and assist with the national aspirations of organisations such as the Taranaki Rugby Football Union and Taranaki Rugby League (TRFU).

New Management Agreement

In June 2013 NPDC transferred control of the Trust to the TRC and the Trust was renamed the Taranaki Stadium Trust (TST) operating as a Council-Controlled Organisation of TRC. A new management agreement was established between the TST and NPDC as the two parties owning and operating the stadium and the Yarrow Stadium Joint Committee (The Committee) was formed to provide local authority input from elected members from both TRC and NPDC.

Under the new charitable trust arrangement NPDC continues to manage and operate the stadium as it has done since May 2004 and a Projects and Assets Management Direction Group was established to manage and report to the Committee on the planned major maintenance and capital expenditure projects for 2012/13, 2013/14, 2014/15 and inform the progress with the preparation of the inaugural 10 year Asset Management Plan.

How it operates

In general NPDC manages the day-to-day operation of the stadium ensuring that all equipment and facilities are maintained to a high quality standard.

NPDC funds all general maintenance and operational costs of the stadium and in return receives all revenue generated, including revenue from hireage and operation of the stadium and other commercial arrangements. The TST funds all major maintenance and

capital expenditure for the acquisition, replacement, renewal, modernisation or expansion of an asset and implements funding decisions as required.



Governance

One of the roles of the Committee is to oversee the preparation of asset management plans and annual budgets which have been physically prepared by NPDC as managers of the stadium, and make recommendations to the TST whether or not to approve them. The Committee may also recommend amendments if it considers that any planned or unplanned significant maintenance items are required and the costs associated will exceed the budgeted amount in the annual budget. Such material amendments would require approval from NPDC, TRC and the TST. One such significant item is replacement of both grandstand roofs to eliminate the risk of roof sheeting failure during high winds which required additional funding and was approved by the TST in September 2014.

Amendments to the Committee's Terms of Reference and Management Agreement in 2015 include increasing the committee's role to include considering other aspects including hosting of events, operations and progress of the strategic plan.

The advisory group will work collaboratively on the advising on the development and implementation of the Yarrow Stadium Strategic Plan and the asset management plans, monitoring the operational performance and hosting of events at Yarrow Stadium.

Current situation

The primary tenant of the 22,420 capacity stadium is the Taranaki representative team in New Zealand's principal rugby union competition, the ITM Cup. From 2013, the stadium is now host to the Chiefs team as part of a new alliance, after Taranaki cut their ties with the Wellington-based Hurricanes.

The Trust has agreed to fund this programme of maintenance and development. Included in this development is the following 10 major projects:

1. Redevelop the upper part of Yarrow stand or TSB stand to create increased hospitality space and new amenities area.
2. Redevelop the outer areas, where needed, to improve customer experience, including gate 1 configuration and main entrance arrival.
3. Upgrade toilets, bars, kitchen, ceiling, lights and memorabilia space to the Legends Lounge.
4. Upgrade venue reception/entry, office and heating.
5. Upgrade lights 200 lux for fields three and four.
6. Current floodlight replacement/upgrade.
7. Review current layout of public food and beverage areas if new Yarrow Stand amenities are not built due to hospitality expanding in TSB Stand
8. Develop Maratahu streetscape/premier entrance.

Community Benefit

While infrastructure development has generally been event driven to ensure the stadium complex conforms and is maintained to

international sporting codes and policies, the recent introduction of a family zone and a bouncy castle demonstrates a desire to look at other ways to enhance the venue and encourage a more family friendly environment.

This accolade was in no small part due to community support, the mountain backdrop and providing a "spiritual home of rugby". A sport and recreation report in 2007 surveying Taranaki residents highlights the importance of rugby to Taranaki. Some key points from this research reveal that:

- Sixty-six per cent of Taranaki residents watch rugby, either live or televised.
- Over 85 per cent of Yarrow Stadium users viewed it as either very good or good value for money.
- Generally, studies show that participation in team sport has significant benefits for communities, including:
 - Regional pride, status and reputation.
 - Enhanced community image and attractiveness for people to visit or relocate to the region.
 - Positive role in youth development, community development and in bringing people together for all parts of society.

(Note: the above information is taken from "The Value of Rugby to Taranaki" report released by Venture Taranaki and TRFU, Thursday 17 September 2009)

Rationale

The Taranaki Regional Council Empowering Act 2001 provided specific powers to undertake, implement, encourage or maintain any services, works or facilities that are for the recreational or cultural well-being of Taranaki, or that are for preserving or encouraging the reasonable enjoyment of the physical and cultural heritage of the Taranaki region. Many of the activities under this Act are, in general allied to the TRC's existing functions and mission. The Act does not alter the TRC's obligations to fully comply with the accountability requirements of the *Local Government Act 2002*, but it does provide for the opportunity to

apply those provisions in ways more appropriate to community needs and expectations. It also provides the opportunity for the local authorities and residents of Taranaki to work more coherently with the TRC, on a range of matters when they are regionally significant, further to that provided in the Local Government Act.

The TRC provides events, venues, and recreation services to help achieve the TRC strategic intent for the district to create an attractive living environment through providing diverse facilities, infrastructure and services that are needed to make New Plymouth District nationally and internationally a location of choice.

Contribution to the Community

The recreation, culture and heritage group of activities under the TRC contributes to community outcomes by ensuring the continuing maintenance and development of Yarrow Stadium as a part of a **prosperous** and **vibrant** Taranaki.

The Yarrow Stadium activity contributes to the *Prosperous Taranaki*, the *Vibrant Taranaki* and the *Sustainable Taranaki* community outcomes by providing community facilities and supporting programmes of activity. Yarrow Stadium, along with Puke Ariki and the regional gardens attract visitors and events to Taranaki that it would not otherwise receive.

These attractions/events contribute financially to the regional economy (*Prosperous Taranaki*) and socially/environmentally/culturally (sporting and cultural events – *Vibrant Taranaki*).

2 Asset Description

This section provides an overview of the physical assets situated at Yarrow Stadium

Yarrow Stadium has been constructed on Rugby Park, a large block of land located in Westtown to the south of the City Centre and to the west of Pukekura Park in New Plymouth. Access is relatively narrow and restricted because this is a large rear block of land in the middle of an established residential area.

The two main access points are off Maratahu Street. There is also rear access off Clawton Street to the south and side access to Tukapa Street to the west.

Stadium Buildings and Capacity

Yarrow Stadium improvements mainly comprise the east stand (TSB Stand) plus the west stand (Noel and Melva Yarrow Stand) on the opposite side of the main field. Both stands were completed in 2002. The east stand is the main structure that has some 3,332 seats and is built over three levels, with two hydraulic lifts providing access in addition to the stairways. The west stand has 4,914 seats.

There are three uncovered seating and standing areas:

- The south grass embankment that holds 4,000.
- The north grass embankment that holds 8,414.
- The south terrace that holds 2,753.

Both embankments have their own entries into each block section and do not form part of our buildings, with egress gates nearby.

Name	Eastern Stand (TSB Bank Stand)	Western Stand (Noel & Melva Yarrow Stand)
No. Of Levels	Three	One
Use/Occupation	Sports Grandstand, Changing Rooms & Offices	Sports Grandstand Food & Drinks Booths
Year Built	Originally 1965, extended in 1991, upgraded in 2001 (Note up to 80 per cent of the original Structure / Roof was replaced in 2001)	2002
Gross Floor area	8382 m ²	2883 m ²
Stand Construction	Precast units spectator deck on steel raker beam, part reinforced concrete slab on grade and part	
Roof	Light weight roof on steel framing	
Walls	Reinforced block work internal and external walls. Curtain Wall glazing. Gibraltar board to offices	
Foundations	Steel beams and post and combined shallow and piled reinforced concrete foundations	
Fit out	TRFU & NPDC events Offices, Full commercial kitchen, Changing rooms, Bar areas, Training rooms, Public toilets, Storage areas, Food & Drink Booths	Public toilets, Storage areas, Food & Drink booths
Condition	Good	
Building Earthquake Rating	75% NBS	
Seismic Grade	B	
Fire Detection/Protection systems	Fire Alarm systems, Fire Detection systems, Fire Extinguishers & Hose	

Table 2.1: Stadium Buildings Details

Facilities for food and beverage and toilets are positioned in the nearby stands. For major events additional supplementary catering is positioned near the embankments so patrons do not have to go to the stands for food and beverages and additional toilets. There are secured safety barriers and handrails throughout the space to mitigate the potential for crowd crush, all positioned and engineered

Boundary fencing comprises a variety of fencing types ranging from standard timber residential type to basic farm, batten and wire to more substantial 2.1 metre high hurricane wire mesh fencing with barbed wire above.

Commercial Venue Capacity

The Legends Lounge is on the top floor of the TSB Bank Stand with floor to ceiling window offering panoramic views of playing arenas, back fields and Mount Taranaki. Utilised for conferences, meetings, dinners, presentations and weddings.

Capacity: 400 seated and 500 standing.

Features: Internal speaker system, power, Wi-Fi, portable stage, staircase and lift access is at each end of the lounge with direct access to the seating deck. Facilities include two kitchen holding areas, bar and toilet facilities located at each end of the lounge so that the area can be partitioned for smaller functions.

The Concourse is situated on the first floor of the TSB Bank Stand and can be used for events such as trade displays, exhibitions, banquets, markets and festivals with more than 1,100m² of covered display.

Features: Two food and beverage outlets, two smaller bar areas, six toilet blocks, and disabled toilets, two multi-purpose booths that can be used for information or customer services. Ease of access is assured for foot, vehicle and disabled traffic.

Capacity: 800 seated and 1,500 standing.

Asset Condition, Age and Remaining Lives

Asset condition is a measure of the asset's physical integrity. Information on asset condition underpins effective, proactive asset management programmes by enabling prediction of maintenance, rehabilitation and renewal requirements.

Asset condition is also critical to the management of asset risk, because it is linked to the likelihood that the asset will physically fail.

In addition, asset condition data can make asset valuation and depreciation more robust by improving asset life estimations. Establishing and tracking the condition and performance of assets

supports key operational tasks such as measuring the effectiveness of maintenance programmes or justifying funding requests.

A formal condition assessment for Yarrow Stadium assets has not been carried out.

NPDC maintenance staff, contractors including Otis for lifts, AHI for HVAC, NPE for electrical work, NPDC Roading engineers/Fulton Hogan for seal condition and BECA engineers for structural work have all contributed to the assessment of current condition and resultant input into the 10-year maintenance and renewal budgets.

These discussions focussed on issues such as the following:

- Current age.
- Actual and/or envisaged maintenance and repair programmes.
- Current and future anticipated asset utilisation.
- Asset lives based on current NPDC asset replacement experience at similar locations.
- Generally accepted industry and other relevantly sourced asset life expectancies.
- Current NPDC asset replacement strategies based on current or proposed asset management plans.

Based on information provided by NPDC staff, Telfer Young Valuers has attributed an effective age for valuation purposes. The effective age takes into account the assets original installation date and any upgrades and part replacement or refurbishment since that time and considering utilisation and maintenance to date.

The assumed asset lifecycle assumptions are illustrated below. Using the assumed lives we are able to better plan when assets will need maintenance and renewed/replacement.

In terms of the assessment of each asset's remaining useful life, the mathematical process of the deduction of current age from anticipated overall useful life has been utilised.

Based on the results of such a process remaining useful lives calculated appear to be acceptable in the case of all assets installed within the facility again based on current and proposed NPDC Asset Management Plans in respect of future operational and asset replacement strategies and requirements.

Yarrows Stadium Componentised Assumed Lives		
Componentised Asset Type	Assumed Life	Average Remaining Life 2013
Electrical Systems	40	29
Fire Systems	40	29
Fit out	30	19
Floor Coverings	30	19
HVAC Systems	30	19
Lifts & Escalators	40	29
Miscellaneous	30	19
Plumbed Systems	40	29
Roof Cladding	40	29
Security & Access Systems	20	9
Site Improvements	35	24
Structure	80	69
Componentised Average	38	27

Table 2.2: 2013 Asset Life Assumptions

Asset Criticality

Asset criticality relates to the consequence of an asset failing to perform its intended function. This is an essential measure for prioritising maintenance and renewal activities. To date, this has been completed

using the ' judgement' of experienced operational staff and technical contractors.

Although a criticality methodology has not been formally developed, the intention in future is to embed this knowledge into a one to five Criticality rating score against each asset in the asset management system database. The one to five rating will be consistent with the consequence descriptions developed for the risk assessment procedure.

Examples of assets deemed as 'critical' to Yarrow Stadium in relation to potential disruption and risk mitigation include:

- Transformer. Any outage will be covered by an onsite hired generator for back up (only hired for major events).
- Gas reticulation. A gas leak will require isolating area if possible, if not shut main down. Ring plumber if inside venue, outside of venue ring Tenix.
- Water main. A water outage will require isolating area if possible, if not shut main down. Ring plumber if inside venue, outside of venue ring City care
- Sewage Pumps. Always checked before a big event. A failure would need to shut some or all toilets down, if required. Ability to operate pumps with override. If all fails engage contractor to pump out tank
- Sprinkler system (Legends Lounge). An important event may have Chubb sprinkler services on site to cover isolation of the system if a breakage occurs.
- Main Field. Parks Team are on call for any urgent damage repairs (vandalism before a big event). They are also employed onsite during major events.
- Tower Lamps. Spares are kept and regular checks before and after each event are carried out.

The stadium has an approved evacuation scheme with trial evacuations completed every six months.

In accordance with the Building Act compliance, Chubb New Zealand Ltd undertake service requirements for the stadium. Whereby systems are checked monthly, six monthly and annually with a building warrant of fitness issued once the compliance schedule has been fully complied with.

Asset Valuations

Regular revaluation of all assets and the assessment of effective lives is a routine task that is undertaken in order to assess changes in service potential and to meet the Audit Office, International Accounting Standard NZ-IAS16 financial reporting requirements. Depreciation is derived from the assessed current replacement costs and effective lives for infrastructure assets.

The table below summarises of the financial value of the Yarrow Stadium assets.

Note: Valuations are carried out on a three yearly cycle with the next one due by 30 June 2016.

Key Assumptions and Data Confidence Levels

1. Asset inventory is drawn from NPDC's GIS database and from experienced staff.
2. Data quality is deemed moderately well. In the coming year more detailed physical condition inspections of all assets are to be done.

Yarrows Stadium Asset Values			
Asset Type	Replacement Value	Fair Value	Annual Depreciation
Electrical Systems	\$4,445,000	\$2,991,000	\$137,400
Fire Systems	\$418,000	\$303,100	\$10,500
Fit out	\$4,717,000	\$2,977,000	\$154,600
Floor Coverings	\$300,000	\$194,600	\$10,000
HVAC Systems	\$1,583,000	\$1,002,600	\$52,800
Lifts & Escalators	\$525,000	\$381,000	\$13,100
Miscellaneous	\$727,000	\$492,000	\$24,200
Plumbed Systems	\$714,000	\$642,600	\$23,800
Roof Cladding	\$1,852,000	\$1,342,700	\$46,300
Security & Access Systems	\$1,070,000	\$775,800	\$26,800
Site Improvements	\$1,809,000	\$1,333,100	\$52,700
Southern Terrace Seating	\$217,000	\$184,500	\$10,900
Structure	\$10,131,000	\$8,756,900	\$126,600
Total	\$28,508,000	\$21,376,900	\$689,700

Yarrows Stadium Land Values		
Asset type	Area	Fair Value
Land	10.06 hectares	\$2,500,000

Table 2.3: Summary of Yarrow Stadium Assets at 30 June 2013

3 Levels of Service

The statement '**Presentation and operation of Yarrow Stadium as one of New Zealand's premier regional sporting stadium and venue**' describes what the community can expect to receive in terms of quality and quantity of service provided. The level of service has corresponding activities, performance measures and targets which allows the community to monitor performance.

The main statement is developed at a **high level** and future consideration needs to be given to the value gained from the provision of **more specific service levels**.

A key objective is to **match the level of service** provided by the asset with the **expectations of the users of the service**. This requires a clear understanding of user needs and preferences. More defined levels of service:

- Provide users with confirmation that they are getting a good value.
- Provide a focus for the asset management strategies developed to deliver the required level of service.
- Provide a measure of the effectiveness of this Asset Management Plan.
- Identify the costs and benefits of the services offered.
- Enable users to assess the suitability, affordability and equity of the services offered.

Key levels of service (goals) are:

1. A programme of national and international events.
2. Hosting key community events.
3. Maximise the use of Yarrow Stadium.
4. Optimised visitor and economic impact and promote the Taranaki brand.

5. Strengthen the connection of the people of Taranaki to the Stadium.
6. Improved financial performance.
7. Facility development initiatives to maintain the stadium's competitive advantage and improved customer experience.

A Programme of National and International Events

Yarrow Stadium has a history of hosting a number of major events including All Blacks matches, FIFA U20 World Cup 2015 games and motor sport shows such as Crusty Demons. We want to grow the number and diversity of major events in order to deliver the best possible major event programme on the number one field. Achieving this goal will assist the goals of optimised visitor and economic impact and positive promotion of the Taranaki brand (goal 4) and strengthen the connection of the people of Taranaki to the stadium (goal 5).

Strategies through which this will be achieved include:

- Increasing the amount of quality space for hospitality hosting.
- Ensuring the stadium complies with minimum facility specification requirements of the targeted sports codes being rugby, football, rugby league and cricket.
- Developing field two with an artificial turf to enable training and other games to continue during times when field one is unavailable due to a major event in the future. External funding will be sought for this project which will determine its timing along with the trusts ability to contribute funding. This will be reviewed as part of the Master Plan and Asset Management Plan in 2018.
- Continuing the collaborative "Team Taranaki" approach for event proposal development.

Hosting Key Community Events

Playing, performing or viewing events at an international standard stadium is an experience we want more of the community to experience. Currently the community events programme is limited. Reasons for this include the cost of hiring the facility for smaller events

when the only changing facilities are within the main stand. At times the availability of the fields can be diminished by preparation required for a major event or simply field capacity being reached in the case of field two.

Strategies through which this will be achieved include:

- Working with community groups to minimise the cost of venue hire and/or explore opportunities for external subsidisation.
- Development of field two with an artificial turf which will provide greatly increased capacity of this field and a quality playing experience in the future. External funding will be sought for this project which will determine its timing along with the trusts ability to contribute funding. This will be reviewed as part of the Master Plan and Asset Management Plan in 2018
- Developing new amenity facilities to service fields two, three and four therefore reducing the needs and costs associated with opening the main stadium for community sport and events. As mentioned above the timing and funding of this project is still to be determined.

Maximise the Use of Yarrow Stadium

We want the overall community utilisation of Yarrow Stadium as a venue to increase and be more regular. As well as outdoor fields, Yarrow Stadium has a number of indoor spaces suitable for functions and other community activities.

Strategies through which this will be achieved include:

- Developing TSB stand concourse and Legends Lounge. Polish/new floors, partitioning and speakers to improve flexibility and quality of the spaces.
- Implementing an event's booking system that provides an efficient utilisation of the venue and an efficient booking process.
- Implementing a strong marketing strategy.

Optimised Visitor and Economic Impact and Promote the Taranaki Brand

Events hosted at Yarrow Stadium have an impact on the economy of the region through increased visitors and promotion of the Taranaki brand. In 2013, the rugby test between the All Blacks and France attracted 6,500 visitors and injected \$4.53 million to the Taranaki economy. We want to optimise the visitor and economic impact and work collaboratively with stakeholders to promote the Taranaki brand as part of hosting stadium events and attract more events.

Strategies through which this will be achieved include:

- Investigating opportunities to work with the tourism industry, particularly the air industry to attract events in shoulder or low visitor seasons.
- Developing a comprehensive marketing strategy.
- Establishing a Yarrow Advisory Group to promote collaboration on promotion of the Taranaki brand as well as other aspects of stadium operations.

Strengthen the Connection of the People of Taranaki to the Stadium

Pride and passion go hand in hand with sporting and other entertainment events. As well as the events that occur within, we want Yarrow Stadium to be a venue that is loved by sports fans and the local community. Being within walking distance of the New Plymouth central area and with the back drop of Mount Taranaki there is great opportunity for people to feel a connection. People visiting the stadium more often, with more major events, community events and other functions will be an important step in achieving this goal. There are also other aspects to consider such as the stadium being home to Taranaki rugby which in itself sees thousands of people visit for all levels of the sport and how this connection can be built upon.

Strategies through which this will be achieved include:

- Investigating options for development of a space for display of memorabilia and/or theming in some stadium areas.

- Developing a strong brand strategy that includes a social media strategy.

Improved Financial Performance

An important goal for the management of any community asset, we want Yarrow Stadium to be run as efficiently and effectively as possible with the aim of reducing the cost to the ratepayer. Currently the operational cost of Yarrow Stadium is met by NPDC through rates funding. Over time growing utilisation at Yarrow Stadium is projected to increase revenue, and while in some cases increased event hosting will result in increased cost, reducing the operation subsidy needed from ratepayer is the goal.

Strategies through which this will be achieved include:

- Developing a comprehensive business plan.
- Increasing opportunities for commercial signage revenue and naming rights, along with other commercial partnerships.
- Ensuring appropriate agreements in place with stadium tenants.
- Ensuring facilities provide the most efficient operational set-up to reduce event costs.

Facility Development Initiatives to Maintain Stadium's Competitive Advantage and improved customers experience.

To be the best regional stadium in New Zealand, a programme of ongoing facility development is needed to ensure the facility maintains competitive advantage and is up to date with stadium trends. Through facility development initiatives we want to provide an improved experience to all stadium customers from spectators to sports codes. A 10 year master plan has been developed to identify facility projects and future areas of focus.

Other facility initiatives include:

- Initiate a project for the replacement of flood lighting with LED including design and options for a partnership approach to delivery.

- Continue to work with Central Football on the provision and access to facilities for football at Yarrow Stadium including considering a business case for a second artificial turf in the future.
- Work with New Zealand Cricket to explore the possibility of ICC dispensation for Yarrow Stadium to host international cricket in the future and identifying the facilities associated needs.

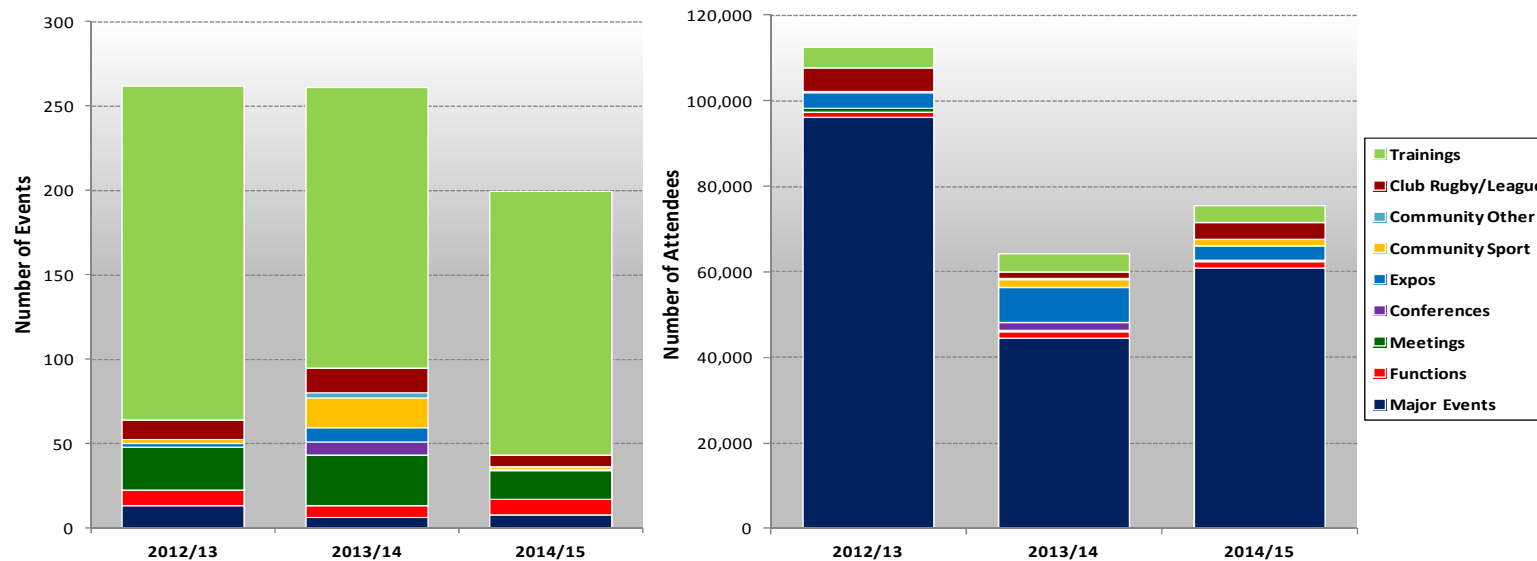
We want to increase the number of major events annually over the next three years and maintain this utilisation. Over the previous 10 years we have had several major events such as All Blacks games, Rugby World Cup matches and the FIFA under 20 World Cup matches. For more details on historical major events see **Appendix 1**.

Negative Impacts on the Community

From time to time events have negative impacts on sectors of the community. NPDC actively seeks to address these issues in the most appropriate manner.

Negative Impacts	Response Strategy
Noise from events	All events are managed within existing resource consent conditions.
Inconvenience caused by road closures	All road closures are approved by NPDC after the community has been notified and consulted.
Traffic congestion	All major event planning includes provision for traffic management plans.
Inappropriate behaviour such as vandalism or alcohol related incidents at major events	NPDC works closely with the district's police and the contracted security provider to ensure appropriate security arrangements are in place via the undertaking of risk assessments and planning for major events.
Facility maintenance closures which may mean inconvenience for some residents and businesses	NPDC works closely with the community to ensure minimum disruption.
Waste generated from events	All efforts are made to maximise recyclable during major events.

Table 3.1: Negative Impacts on the Community



Figures 3.1 and 3.2: Number of Events and Attendees at Yarrow Stadium

Level of Service (Key Goals)	Performance Measure	Actual	Target			
		2014/15	2015/16	2016/17	2017/18	2018-2025
1. A programme of national and international events	The total number of major events (by event type)	13 major events 96,000 attendees	13 events 54,000 attendees	11 events 70,000 attendees	10 events 103,000 attendees	77 events 560,000 attendees
2. Hosting key community events	Number of key community events	2	2	3	10*	21
3. Maximise the use of Yarrow Stadium 4. Optimised visitor and economic impact and promote the Taranaki brand	Total community visitation (not including major events)	16,397	16,000	16,000	24,000*	24,000
	Number of functions	9	10	10	10	15
	Number of conferences/meetings	26	25	25	25	30
	Number of Expos/Exhibitions	2	2	2	2	2
	Number of Community Sport	14	15	15	15	15
	Number of Community Other	0	-	-	-	-
	Number of Trainings	198	200	200	300*	300
5. Strengthen the connection of the people of Taranaki to the Stadium	Satisfaction with the quality of venues for entertainment, cultural and sporting events in the district (NRB Survey)	94%	90%	90%	90%	90%
6. Improved financial performance	Total facility expenditure	\$1,589,000	\$1,112,000	\$1,163,500	\$1,508,000	\$1,271,000 p.a

* Assumes business growth from installation of artificial pitch

Table 3.2: Yarrow Stadium Level of Service and Performance Measures.

4 Demand

Demand Analysis

Demand analysis reviews the trends of key drivers that impact upon the Yarrow Stadium assets and assesses the implications for future asset management. Any possible changes to the capacity of property assets are reviewed with reference to the ability of the current asset base to provide facilities and services at the required service levels.

Demand for services provided is generally measured by how much customers use the assets. Increases or decreases in demand can significantly affect what (and how many) assets are needed.

Furthermore, changes in demand resulting in different loading or utilisation patterns can have significant impacts on levels of service and the day to day operation, maintenance or periodic renewal of assets. Peak demand loads often drive asset capacity requirements, e.g. lifting the stadium capacity from 17,000 to 25,500 for the RWC 2011.

There is adequate capacity to meet demand for minor events but not major events. Additional supplementary catering for food and beverages and toilets has to be brought in. However proactive planned investment in infrastructure can also drive demand by being a spur to economic growth, higher productivity asset use and community development.

Forward planning for such investments may be complex, involve multiple agencies and disciplines. NPDC Asset Projects Team consider questions such as what is the best layout, timing of construction and how much will it cost to build, maintain and operate over the long-term.

Current Utilisation

Yarrow Stadiums' primary use is to host rugby matches, however other uses include:

- Conferences.
- Exhibitions.
- Trade shows.
- Conventions.
- Corporate functions.
- Weddings.
- Community events.

Demand Forecasting

Forecasting demand is a key asset management process. It helps the Trust ensure that future capacity requirements are met without over or under investing. The forecast demand is used to determine future asset requirements and their associated lifecycle costs.

With this in mind the Joint Committee sought ways to develop and market a truly exceptional stadium, with ideas that are **inspirational, innovative and challenging** and ideas that might 'have a high cost but could deliver real value'.

To assist with demand forecasting and future needs, a range of stakeholders were consulted and their feedback used to identify the gaps and inform the criteria used to set priorities for future infrastructure development.

One-to-one stakeholder engagement meetings were held followed by a Joint Committee workshop to review the independent feedback and the headline items identified and agree the priorities for input into the draft Asset Management Plan 10-year budget.

Demand Forecasting and Stakeholder Engagement (micro-level)

1. Background Research

The first step was a review of relevant sporting trends and developments. Background research documents included:

- NPDC Open Space, Sport, Recreational Strategy (Draft).
- New Plymouth District Sports Field Demand Study.
- Sport NZ Guidance Document for Sports Field Development Options.

2. Stakeholder Engagement - Needs Analysis

Representatives from the various stakeholder groups were asked to give their big picture vision for the stadium and present any specific building development ideas or events they would like to put forward for consideration as part of the 10-year plan.

Feedback was received from representatives of:

- Taranaki Rugby Football Union.
- Media (radio).
- Sport Taranaki.
- St John.
- Taranaki Rugby league.
- Venture Taranaki.
- NZ Rugby League.
- NZ Football.
- FIFA.
- Taranaki Football.
- TSB Bank.
- NZ Cricket.
- KDJ Catering.

- NPDC Teams – Events, Venues, Property, Building, Projects and Parks.

3. Key Findings (from the needs analysis)

Multi-use

When asked about their vision for the future of Yarrow Stadium the overwhelming response from those outside of rugby was for the stadium to become more multi-use. While major branding of the stadium will always be linked to rugby, particularly with the Taranaki's representative team winning the 2014 ITM premiership cup, a demonstrable commitment by the Trust to provide for the wider community and encourage activity and participation is indicated.

While some stakeholders expressed a desire to use the number one field for major sporting events, it was the number two field where the greatest opportunity for increased utilisation of the stadium and its facilities was identified. Shortcomings with the field and car park lighting was noted as an issue but the absence of toilets or changing facilities impacts the independent use of both fields two and three and limits complimentary use of those fields for sports training during the week and other interest groups at weekends. Spectators attending a curtain raiser on field two fields are currently obliged to walk across to the main stadium which may not always be open to the public. The provision of an ablution block is an easy solution. Increased hospitality space is desired in order to maintain competitive in terms of securing events and creating revenue opportunities.

Improve the overall stadium experience

At gate one ticketing operations, long queues, lack of good directional signage had been identified as an area for improvement but one stakeholder summed up by describing the stadium as lacking any sense of arrival or welcoming or way-finding signage, either for visitors to the Taranaki district or to the stadium. With spectator numbers decreasing and scheduling of more evening games to suit televised audiences, the challenge is to create an environment with better stadium lighting, premier

hospitality and function rooms and complimentary live entertainment.

In addition a lighter, brighter concourse area with less concrete and higher finishes is envisaged with a common idea being the creation of concourse mezzanine for office development and corporate hosting to generate continuous rather than seasonal or event linked revenue opportunities. A venue security system, partitioning walls, improvements to the main function room sound proofing and ventilation systems also need to be addressed at both levels of the TSB stand.

Manage congestion and queuing

Noted as a potential for health and safety issues at the start and finish of an event, crowd congestion behind the Yarrow stand impacts accessibility, catering services and opportunities for hosting. Another kiosk to service spectators at the southern end would reduce crowd movement towards Yarrow stand and relieve the congestion in the area of gate four.

Identify what Infrastructure Improvements are Required.

A list of headline items was produced to meet the needs identified and with the NPDC's building Projects Team's assistance a rough order of cost for each was obtained.

Establish the Criteria for Prioritising

This was guided by the following vision:

- The best regional stadium in New Zealand with a regular programme of national and international sports and entertainment events.
- A stadium for both major events and community events and for Taranaki's premier outdoor field, team sports codes.
- A stadium loved by sports fans and the local community.
- A stadium that is a quality experience for event promoters, participants and spectators, which is achieved through

superior event facilities, presentation and management and through the early adoption and smart use of technology.

Demand criteria used:

- Promotes multi-use.
- Encourages community activity and participation.
- Enhances visitor spectator experience.
- Revenue opportunity.
- Alignment with Open Space, Sport and Recreation Strategy.
- Public safety or security/risk.

Summary of Process

With an understanding of growth and future demand trends and the impacts on levels of service, decisions on how to address future deficiencies or shortfalls in service have been made. This will require capital investment in new assets or upgrading existing or changes to operational/maintenance budgets. The aim is to grow community use of the whole facility with priority given to options that contribute to maintaining or enhancing the value and revenue of the facility. **See Appendix 2.**

4. Global Demand Drivers, Impacts and Risks

The demand for, and on, Yarrow Stadium use can be affected by changes in the economic, social, cultural, environmental and political environments as well as demographic trends in the district. The needs of the district and its people as a whole help shape the services we provide. This section sets out the demand drivers (both global and activity specific), impacts and risks that underlie the planning for, and delivery of recreation and events services. The demand drivers are those assumptions perceived to be significant or important for the district as a whole and are particularly significant to Yarrow Stadium facility and Recreation and Events venue /service.

For each assumption in this section the following information is included:

- The demand driver statement.
- The perceived impact.
- The existing controls already in place to address the risk.
- The controls that need to be developed to address the risk

Population Growth

Projections are for the New Plymouth district are to grow following Statistics New Zealand's "high" projection through to 2021 and "medium-high" until 2045. If the forecast is accurate, the district will have grown by 19 per cent from 74,184 in 2013 (estimated to be 75,100 in 2015) to more than 83,000 in 2025. Two other districts make up the Taranaki region, Stratford district (9,230) and South Taranaki district (27,700). The general trend has been a decrease in population of smaller rural towns and a further concentration of the population in north Taranaki.

We have various major projects outlined in the budget over the next 10 years. These will help reduce the strain put on services due to the increase in population. NPDC plan to increase the hospitality space and develop a new amenities area. We would also like to develop new amenity facilities to services fields two, three and four. Upgrading of the gates and ticket boxes will help with the larger attendance at major events and help to reduce large queues.

Impacts

- An increase in population is assumed to proportionately increase service demand. Additional demand may put a strain on service delivery to maintain current levels of service.
- Event organisers will generally only allow their major events to play at prestigious venues to guaranteed audiences. Generally this means established venues in large population bases with a proven track record of attendance. New Zealand event

organisers are increasingly required to provide detailed financial projections for each proposed event.

Existing Controls

- Continue to monitor service usage and demand compared to service capacity.
- Continue to maintain positive working relationships with promoters, ticketing agencies, national sports bodies and owners of major events, to ensure NPDC maintain our position as a successful and professional partner in the organisation of major events

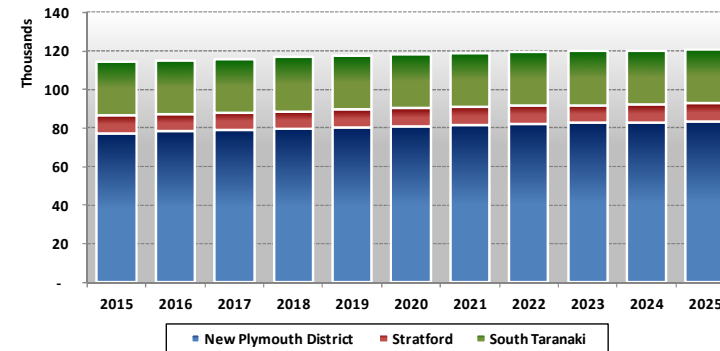


Figure 4.1: Taranaki District Population Projection

Taranaki Population Age Group

Along with the growth in population, the forecast is for a greater percentage to be in the 65 and over age group. We expect the 65 and over age group to grow from 17 per cent (19,970) of the total population in 2015 to 22 per cent (26,910) in 2025. With this increase in the older population we have to ensure our facilities are safe and easy to use for people of all ages. The redevelopment of various areas such as the hospitality space, gate configuration and walking paths will be done with the older generation in mind.

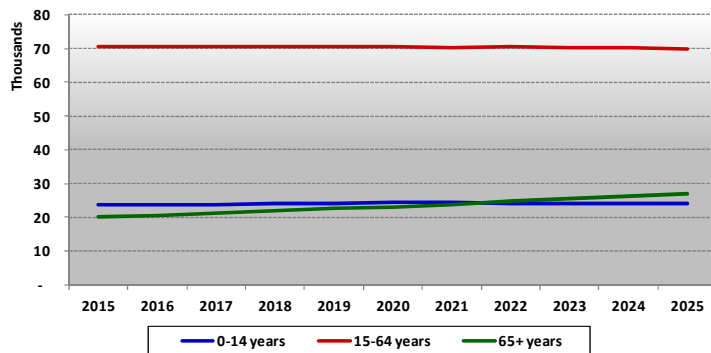


Figure 4.2: Taranaki Age Group Projection

Impacts

- The services delivered might not meet the demands of an ageing population. An increase in the older population is assumed to proportionately increase service demand for activities tailored for older people. Additional demand may put a strain on service delivery to maintain current levels of service.
- With increasingly aging population the older generation do tend to have more spare time but we are still experiencing less attendance and revenue from the older population. Recreation and events fees, charges and concessions need to consider the financial capability of an ageing population.
- A failure to address access can result in social isolation for those with limited mobility, and can exclude people from participating in district activities. The older population may be reluctant to use venues which don't meet their expectations for comfort.

Existing Controls

- Continue to monitor service usage and demand compared to capacity for activities tailored for older people.
- Continue to ensure that event planning reflects changing demographics and include events or programmes within events designed to appeal to the increasingly older generation.
- Continue to undertake regular accessibility audits and grading of NPDC venues.
- Continue to monitor accessibility to NPDC venues through implementation of the Council's Accessibility Strategy.
- Continue to work with individuals and organisations that provide activities for community groups to ensure NPDC venues and events are as accessible as possible.

Affordability of Essential Goods and Services

The affordability of essential goods and services will continue to be affected by the rate of inflation. NPDC uses the Local Government Cost Index (LGCI) forecast produced by BERL to help determine inflation projections. The 1999 to 2010 the LGCI rose 43.9 per cent compared to the CPI increase of 30.6 per cent.

Impacts

- People may have less disposable income to access recreation and event services.
- As recreation and events are not essential services, demand is likely to decrease if people have less disposable income.

Existing Controls

- Continue to monitor service usage and demand compared to current provision and capacity.
- Look to leverage increased external funding for events and venues to increase flexibility around charging and reduce impact on rates and other funding sources.

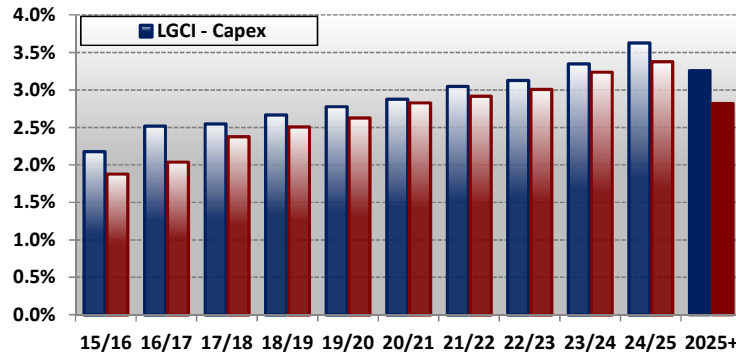


Figure 4.3: Inflation Figures

To develop: Review concession options to assist people with less disposable income to access services. Include review of concessions for community services card holders.

Affordability of Housing

Growth in residential house prices will remain high, compared to other districts. House prices in New Plymouth have consistently been on the rise since early 2012.

Impacts

- Considered as a contributing factor for general affordability and disposable income as described above.

Existing Controls

- Continue to monitor service usage and demand compared to current provision and capacity.
- Look to leverage increased external funding for events and venues to increase flexibility around charging and reduce impact on rates and other funding sources.

To develop: NPDC plan to work with community groups to minimise the cost of venue hire and/or explore opportunities for external subsidisation.

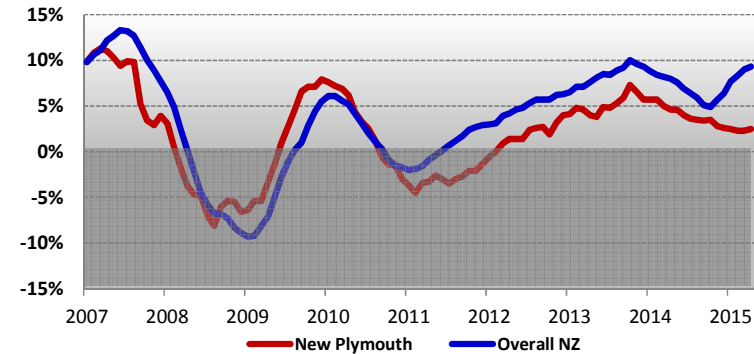


Figure 4.4: Increase/Decrease in the Average Sale Price of Housing

Climate Change, Climate Hazards and Extremes

Climate change, climate hazards and extremes will increasingly affect the district.

Impacts

- Wetter winters may be detrimental to attendance at outdoor events during the winter months.
- Reduced attendance and revenue from outdoor events, especially those where walk-up purchase of tickets is available as people may be reluctant to attend due to bad weather.

Existing Controls

- Venue Team takes climate change predictions into account when planning venues and events and aims to minimise the effects of adverse weather. This includes contingency plans were appropriate

To develop: The development of an artificial turf on field number two will help provide greater increased capacity of this field and a quality playing experience in all weather conditions. External funding will be sought for this project which will determine its timing along with the trusts ability to contribute funding. This will be reviewed as part of the Master Plan and Asset Management Plan in 2028.

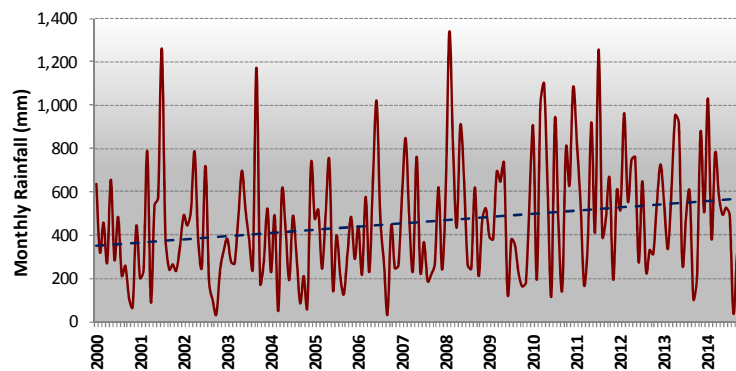


Figure 4.5: Monthly Rainfall at Mangorei Reservoir

Legislative changes

Over the life of the plan there will be political directives from Government on the design and function of local government and possibly the imposition of legislation changes that will have implications for the NPDC.

Impacts

- Changes to legislation could have implications for the structure of NPDC, what services it delivers, the processes and procedures that are used to deliver the services

- The Health and Safety Reform Bill may have implications for using volunteers at events and venues.
- The Food Act and the Sale and Supply of Alcohol Act may have implications for provision of food and alcohol at venues and events both NPDC provided and through contractors

Existing Controls

- Keep updated on the implications of any legislation changes.
- Ensure contractors are aware of new legislative requirements.
- Ensure volunteers are aware of new legislative requirements.

Community Expectations on Recreation and Events Service

The sports community will continue to expect delivery of a high level, high quality service. Playing, performing or viewing events at an international standard stadium is an experience we want more of the community to boast. Currently the community events programme is limited. Reasons for this include the cost of hiring the facility for smaller events when the only changing facilities are within the main stand. At times the availability of the fields can be diminished by preparation required for a major event of simply field capacity being reached in the case of field two.

Impacts

- Community demand and expectations for increased levels of service is not in line with the rates restraint and availability of additional resources.
- Levels of service do not meet expectations as this may require increased funding. Community satisfaction with services may reduce

Existing Controls

- Monitoring of service demand compared to existing levels of service.

To develop: NPDC want the overall community utilisation of Yarrow Stadium as a venue to increase and be more regular. As well as outdoor fields, Yarrow Stadium has a number of indoor spaces suitable for functions and other community activities. NPDC plan to develop new amenity facilities to service fields two, three and four therefore reducing the needs and costs associated with the opening of the main stadium for community sport and events.

Conference Venue Services

There is opportunity to improve and maximise venue usage to meet conference demand.

Impacts

- A lack of suitable conference venues will result in the district missing out on the economic spin-offs generated by this sector. Improved NPDC venues could assist in meeting this demand.
- Outdoor venues are not suitable as conference venues without the availability of an appropriate indoor venue as a contingency for bad weather.
- The main venues of the district, the TSB Showplace and TSB Stadium have insufficient capability and capacity for conferences and more business orientated hireage.

Existing Controls

- Continue to monitor demand for conference venue availability.
- Attend trade shows and undertake an appropriate level of marketing activity to attract new business.
- Venue improvements at Yarrow Stadium will help to attract and grow business.

To develop: With plans to redevelop the upper part of Yarrow Stand or TSB Stand to create increased hospitality space and new amenities area this will help to meet conference demand

Increased Customer Expectations for Technology at Events/Venues

Customers will expect a high level of technological capability and availability at venues and events.

Impacts

- The technology available at venues and events may not meet the expectations of customers.
- Attendance at venues and events may reduce due to a lack of technology available to meet customer needs. This could lead to reduction in revenue from venues and events.

Existing Controls

- Continue to monitor trends in the use of stadium and venue technology to ensure the best possible event experience for all customers.
- Continue to manage and implement a social media strategy for all venues.

To develop: Any new development or upgrade of existing venues should include the latest technology.

Tourism

New Plymouth District is expected to experience a slight increase in visitor numbers. Events hosted at Yarrow Stadium have an impact on the economy of the region through increased visitors and promotion of the Taranaki brand. In 2013, the rugby test between the All Blacks and France attracted 6,500 visitors and injected \$4.53 million into the Taranaki economy. We want to optimise the visitor and economic impact and work collaboratively with stakeholders to promote the Taranaki brand as part of the hosting stadium events and attract more events.

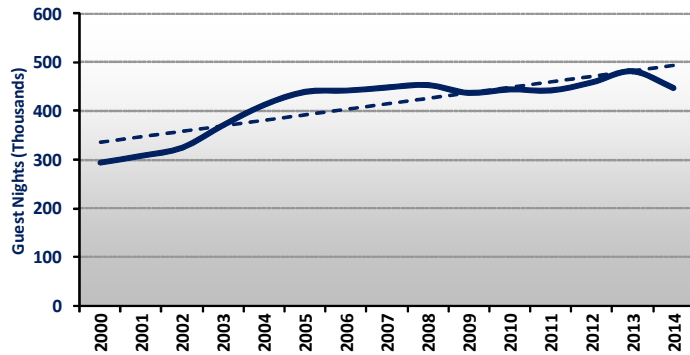


Figure 4.6: Number of Guest Nights in New Plymouth

A Vibrant District

New Plymouth District will continue to be a positive, connected and vibrant district.

Impacts

- Main traffic and event routes lack colour and an expression of the district's cultural events programme.
- Local residents, community groups, businesses and visitors to the district perceive a district that has an absence of positivity and vibrancy.

Existing Controls

- Event organisers install flags on New Plymouth's main roads creating colour and excitement.
- Brackets attached to street lighting poles to fly flags and banners to promote upcoming major events, i.e. FIFA.

To develop: Continue to provide resources for replacement and renewal of required street flag infrastructure.

'The Thin Blue Line' (example of Event Promotion)

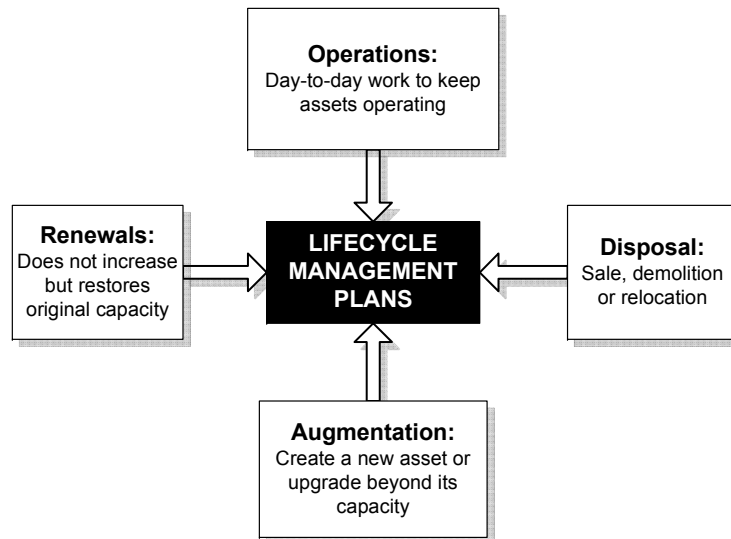
This pedestrian path from the CBD to Yarrow Stadium was another great **RWC 2011 initiative** and it was fantastic to receive the feedback from the survey to Taranaki patrons at the match and that 26.7 per cent walked! Volunteers were stationed along this route prior to the match **to provide a great visitor experience** in the lead up to the event and directional assistance as required.

Due to building works in the CBD the route was revised to start from the clock tower and the line was only touched up in the areas that required it. The dry weather certainly helped people to make the decision to use this easy access route to and from the stadium and it is a great way to quickly disperse the crowd at the end of match.



5 Lifecycle

Effective asset management reduces the long-term costs of ownership and servicing. This section focuses on the management options and strategies for the Yarrow Stadium's assets throughout their lifecycle. This section also covers key lifecycle activities necessary to manage the facilities. The four activities are shown below.



Lifecycle Management Plan Diagram

Overview

This section describes the assets and the lifecycle management strategies used by NPDC to manage the Yarrow Stadium assets for the next 30 years. It presents an analysis of available asset information and the lifecycle management plans covering the three key work activities for each type of asset

Development plan.

To respond to growth demand from stakeholders and to **improve** parts of the system currently performing below target service standards.

Operations and maintenance plan.

Activities undertaken to ensure efficient operation and serviceability of the assets, so assets retain their service potential over their useful life

Renewal plan.

To provide for the progressive replacement of individual assets that have reached the end of their useful life. Deteriorating asset condition primarily drives renewal needs.

Disposal plan.

Disposal of assets that are surplus to requirements

Lifecycle Activities

Operations and Maintenance

This expenditure covers both planned and unplanned maintenance and operations and the work is undertaken by approved contractors. It is the day to day work to keep Yarrow Stadium operating, running smoothly and complying with statutory requirements. This expenditure covers the building and infrastructure only and not expenses relating to the operations activities. NPDC has a relationship with its internal and external tenants via service level agreements and occupancy agreements.

- **Planned (Scheduled) Operations and Maintenance.**

This is prearranged inspections and maintenance work undertaken to maintain statutory compliance and prevent asset failure.

Examples include:

- Checks and follow-up maintenance for automatic doors.

- Inspections, follow-up maintenance and certificates for fire safety systems
- Inspections, follow-up maintenance and certificates for lifts.
- Inspections, follow-up maintenance and certificates for building warrants of fitness.

- **Unplanned (Reactive) Maintenance:**

This is action to correct faults and failures as required.

Examples include:

- Repairing storm damage, leaking roofs and windows.
- Rectifying vandalism damage.

A key element of asset management planning is determining the most cost-effective mix of planned and unplanned maintenance in order to minimise the total lifecycle cost.

Capital Expenditure

Capital expenditure includes both renewals and augmentation. It has been planned, budgeted for and approved by the Joint Committee and it covers the:

- Way in which projects are prioritised.
- Development of business cases for projects, asset creation or refurbishment and asset rationalisation.

Renewals

This budget is used for refurbishing, retrofitting and redecorating and covers:

- The rehabilitation of existing buildings to near their original size, condition and capacity such as redecorating and replacing kitchen or ablution components.

- The work which restores the asset to its original size and capacity. An example of this is the replacement of components that have reached the end of their lives such as replacing the lift components or plumbing fittings.

Augmentation

The augmentation budget covers work that extends or upgrades the facility and caters for new development and growth or achieves a higher level of service. It can include:

- Creating a new asset that did not previously exist e.g. field two Toilet
- Work that improves or enhances an asset beyond its original size or capacity, e.g. new big screen

Asset Disposal

This is the disposal of assets by way of sale, removal or demolition when they are surplus or superseded by new or improved assets. Assets may become surplus to requirements for any of the following reasons:

- Under utilisation.
- Obsolescence.
- Provision exceeds levels of service (as a result of policy changes or other factors).
- Asset replaced through renewal or augmentation often before its predicted economic life.
- Uneconomic to upgrade or operate.
- Service provided by other means, e.g. private sector involvement.
- Potential risk of ownership (financial, environmental, legal, social, vandalism).
- Considered to be non-core business.

General Strategies, Operations and Maintenance

NPDC engages pre-approved contractors to carry out both planned and unplanned maintenance for the buildings and land it manages.

Scheduled

Contractors are engaged to carry out a series of regular activities. In some instances, follow-up action and maintenance will also be undertaken to keep the current level of service and comply with statutory requirements.

Single supplier contracts are progressively being put in place for the NPDC's operations and maintenance. To date contracts are in place for the following:

- Access control systems maintenance.
- Building automation system maintenance.
- Building warrants of fitness.
- Electrical maintenance.
- Heating ventilation and air conditioning (HVAC).
- Lifts maintenance.
- Plumbing.
- Security.

Reactive

Incoming work requests are recorded in the NPDC's work management system prior to the job being assessed then assigned to a pre-approved contractor. NPDC is obliged to respond and resolve the problem to the customer's satisfaction within agreed time periods according to urgency.

General Strategies, Renewal and Augmentation

Renewal and augmentation decisions are based upon criteria such as:

- The remaining service life of the facility, including demand, size, layout etc.
- The asset service life – proof of the remaining serviceability of the facility.
- Maintenance history of the facility.
- Current condition rating to identify and grade defects.
- Health and safety issues.

This information assists in considering options for the most appropriate treatment, the options being:

- Retain the facility as it is.
- Place on the renewal programme, the augmentation programme or both.
- Dispose remove, sell if able or demolish.

Capital Expenditure History and Forecasts

Renewal Profiles

In 2005, the base property and condition data captured at a detailed level by City Care Ltd established the initial Yarrow property asset information. Since then independent valuers from Telfer Young Valuations (for buildings) have provided regular valuation assessments over the last four cycles and they are now very familiar with the Yarrow Stadium assets

The valuers are provided with capital expenditure spend data per period for each revaluation. Other information such as details of regular maintenance inspections is utilised.

Componentisation has been undertaken to take into account the varying economic lives of each component i.e. structure, roof, electrical services, security, floor coverings.

Renewal profiles can be calculated using a model based on:

- Asset condition.
- Expected life of the asset.
- Calculation of the remaining life (increased to reflect those assets replaced or partially replaced).
- The replacement cost.

Renewal profiles have in the past provided a theoretical guide to when an asset may need replacement. However NPDC prefer condition and other priority factors (see below) provide better justification

Inspections by NPDC's Property/Projects/Venues Team's combined with feedback from users and cost estimates from contractors, engineers and architects, has assisted with forecast 2015-2025 capital expenditure and maintenance budgets.

Priority

All identified work, whether renewal or augmentation, needs a basis for determining which should be completed first. The method for determining the priority is deciding what offers the best value to the community, within the fiscal envelope

The criteria used to evaluate and justify the best value includes:

- Urgency – the likelihood of failure of the asset due to its condition.
- Compliance requirements to enable the asset to continue to legally operate.
- Public good and community benefit – comfort, convenience, security, health and safety considerations and so on.
- Optimised decision-making - incorporating cost effectiveness, best rate of return and so on.
- Promoting multi-use of the facility.
- Enhancing visitor spectator experience.

- Providing revenue opportunity.
- Alignment with Open Space, Sport and Recreation Strategy.

Future Work Programming

End of Life Renewals

A proposed programme of specific end of life renewals has been assessed comprising a estimated sum total of \$3,088,000 over the 10 year period

Major Projects 2015-2025

Major projects affecting the Yarrow Stadium assets have been committed to by the Joint Committee and they are listed in the Asset Management Plan as major projects:

1. Redevelop the upper part of Yarrow stand or TSB stand to create increased hospitality space and new amenities area.
2. Redevelop the outer areas, where needed, to improve customer experience, including gate 1 configuration and main entrance arrival.
3. Upgrade toilets, bars, kitchen, ceiling, lights and memorabilia space to the Legends Lounge.
4. Upgrade venue reception/entry, office and heating.
5. Upgrade lights 200 lux for fields three and four.
6. Current floodlight replacement/upgrade.
7. Review current layout of public food and beverage areas if new Yarrow Stand amenities are not built due to hospitality expanding in TSB Stand
8. Develop Maratahu streetscape/premier entrance.

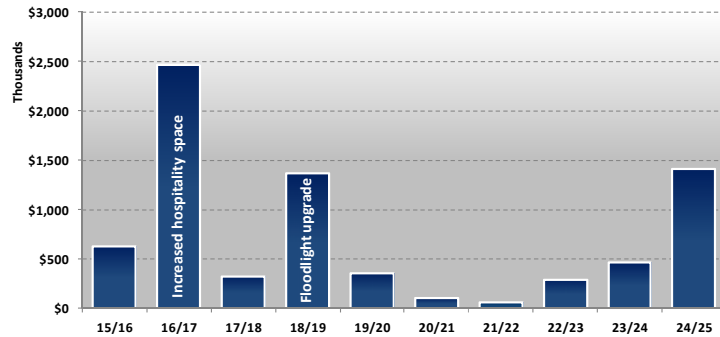


Figure 5.1: Major CAPEX- Renewal and Augmentation Projects (excludes inflation)

All cost estimates are very rough order estimates only. Further specific and detailed feasibility needs to occur to determine and validate design, capital costs, project utilisation, net operating impacts, prioritised options and merits for staged developments where applicable.

It is very likely when considering net operating impact relative to additional staffing, cleaning, and energy requirements, depreciation and cost of capital, that the overall net financial impact will be negative and at best neutral for various options, due to increased revenue.

Major Maintenance and Minor Maintenance Expenditure Forecast

Major Maintenance (TST)

Over the 10 year plan the major maintenance work will comprise car park reseals, interior redecoration, rust removal work from Steelwork, floor covering replacements in conjunction with regular planned maintenance checks. **See Appendix 3.**

Minor Maintenance (NPDC)

Over the 10-year plan the minor maintenance work covered by NPDC will and focus on the following items. See **Appendix 4.**

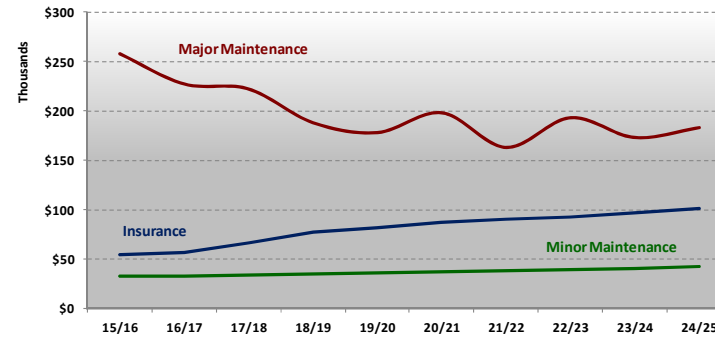


Figure 5.2: Minor and Major Maintenance –NPDC Responsibility (excludes inflation)

6 Financial Forecast

The following is an outline of the funding and expenditure forecast for the 10-year plan

Major Assumptions

The key financial assumptions for the TRC are described below:

- Service levels are generally assumed to remain the same, unless increased result of an improvement project.
- Inflation is based on TRC's knowledge of its business base and on Business and Economic Research Limited (BERL) predictors for the next 10 years.
- The cost of new and replacement assets will rise in line with inflation.
- The rating base will continue to expand from new lot creations.
- Financial dollars are in Money of the Day (MoD) as opposed to the Net Present Value (NPV), meaning that the long term projected rate of inflation as estimated by TRC's business base and on BERL indicators, is consistent with the AMP forecasted financials.
- All augmentation is funded via TRC rates funding.
- All renewals are funded via TRC rates funding.
- NPDC will continue to operate and fund the operations and minor maintenance of Yarrow Stadium.
- TRC will continue to fund, via the Trust, the long-term maintenance and development of Yarrow Stadium.

Budgeting

Budgeting History

In 2001/2002 The TRC provided \$9.6 million for the development of Yarrow Stadium, at what was Rugby Park. In 2003, ongoing responsibility for the management and funding of Yarrow Stadium was vested with NPDC.

In 2013, the TRC assumed control of the trust that owns the stadium.

Regional ownership and a region-wide funding base secure the stadium's future, allowing the facility to be appropriately maintained and developed.

The stadium's initial regional funding of \$9.6 million was covered by a combination of uniform charges across the region and targeted rates in New Plymouth and North Taranaki. This arrangement ran from 2001/02 to 2011/12. Essentially, TRC is now continuing this rating into the future to fund maintenance and development of the stadium.

The net effect is no change in the ratepayer payments to fund the stadium. For Stratford and South Taranaki residents, this amounts to \$11 a year on average. For New Plymouth and North Taranaki residents, it is \$20 a year on average, and about \$100 for commercial and industrial ratepayers.

General funding principles adopted in the Management Agreement between NPDC and the Taranaki Stadium Trust is:

- NPDC will fund general maintenance defined as "*general non-major maintenance required to maintain the facility in good working order and includes those aspects set out in the general maintenance column in Schedule 2 to the Management Agreement*". - **Venues Opex budget**
- NPDC will fund operation costs on an annual basis being those costs that are "*identified in the planned maintenance costs, general maintenance, and day-to-day management and operations costs*". **Venues Opex budget**

- NPDC is entitled to receive all revenue generated from the stadium including revenue from hireage and operation and other commercial arrangements, to be applied to the NPDC's general maintenance and operations cost of the stadium. **Venues Opex budget.**
- The general operating budget shall be funded by NPDC (unless the annual budget provides for any part to be funded by the Trust, and be provided for in the Annual Budget.) **Venues Opex budget.**
- The Trust will meet the cost of all major maintenance meaning *"the significant maintenance items carried out on a one off or infrequent basis, and includes those aspects of maintenance set out in the major maintenance column in Schedule 2 to the Management Agreement"*. **TRC Opex budget.**
- The Trust will meet the cost of all capital expenditure meaning *"expenditure for the acquisition, replacement, renewal, modernisation or expansion of an asset"*. **TRC Capex budget.**

Financial Projections

Operational Expenditure

Operations costs relate to all of the costs associated with the operational function of the Yarrow Stadium facility. NPDC pays for operational and minor maintenance costs such as staff costs, cleaning, power, and minor maintenance items.

The Trust funds major maintenance costs systems associated with electrical, plumbing, lifts, fire systems, HVAC (Heating, ventilation and air-conditioning) security, scoreboard, lighting towers, interior and exterior cyclic re-decoration and road sealing

The Trust also funds material damage insurance.

Capital Expenditure

Capital expenditure, or CAPEX, consists of renewals and augmentation. The renewal of an asset means to replace or renew the asset so it performs the same function to the same level of service.

Augmentation is the creation of a new asset or to extend an existing asset beyond its current capacity.

Budget Overview

The following section summarises the funding and expenditure costs for Yarrow Stadium. See **Appendix 5** for a full break down of financial spend.

Budget highlights

The following section summarises the funding and expenditure costs for Yarrow Stadium.

- Eight major capex projects, including the development of an increased hospitality space. Total estimated cost of these projects is around \$4.7 million.
- Minor capex projects and various minor renewals. Total estimated cost around \$3 million.
- Major maintenance will average \$200,000 per annum over the 10 year period.
- Minor Maintenance will average \$37,000 per annum over the 10 year period.
- For the first five years, half the Trust's funding from the TRC will be used in debt servicing the new roof project (approx \$438,000 per annum).
- TRC Long Term Plan proposes that the Yarrow Stadium annual contribution of \$876,000 is not increased for inflation over the 2015-2025 time periods.

Future Renewals Past 2025*

The following items and estimates have been identified as future renewal work after 2025:

- HVAC systems 2027 - \$1,695,000
- Video Screen Renewal 2029 - \$600,000
- East and west stand seat replacement 2032 - \$720,000
- Main light towers (four) 2039 - \$2,300,000
- Northern embankments and berms 2040 - \$735,000
- Plumbing systems 2042 - \$430,000
- Speakers 2043 - \$50,000
- IT upgrade 2043 - \$160,000

*A comprehensive review of renewals will be undertaken prior to the Asset Management Plan review in 2028.

7 Risk Management

Risk management identifies potential risks to Yarrow Stadium's property assets, analyses the consequences and likelihood of those risks occurring and discusses the treatments used to manage those risks.

It also identifies whose responsibility it is to manage each of the identified risks. This assessment provides guidance for planning and policy, and ensures that risk will be managed in a manner that enables the key business objectives and community outcomes to be consistently achieved.

Sources of Risk

The sources of risks the NPDC is exposed to are many and varied. To provide a framework for risk identification and analysis, four source areas of risk have been identified as follows:

- **External risk events**

Events largely beyond the control of the organisation. Examples of external events and risks that were analysed to determine the probability of occurring and possible consequence for the property assets were extreme weather events, earthquake, vandalism, electricity supply failure, changes in legislation, etc.

- **Physical risk events**

Events mainly associated with the failure of the assets due to loading characteristics or failure of building systems and materials. Examples of physical risks that were analysed further include asset material failure, building systems failure, etc.

- **Operational risk events**

Events largely caused by breakdown of operational processes such as inadequate inspections, accidents, or loss of key information. Examples include inadequate training, inadequate service level agreements, poor construction and maintenance, etc.

- **Asset management risk events**

Events associated with incomplete planning information and processes, such as data capture and demand analysis. Examples that were analysed include change of strategies, change of design criteria, capacity and demand planning deficiencies, cultural and political restraints, emergency response planning, consultation deficiencies, inadequate risk planning, etc.

Appendix 6 provides examples of sources of high or extreme risk associated with Yarrow Stadium, the impact and likelihood.

Appendix 1 - Yarrow Stadium Major Events 2004 – 2015

2004

Central Districts vs Sri Lanka
NPC Taranaki Home Games

Tuesday 21 December
July – September

2006

Super 14 Hurricanes vs Western Force
Pacific Five Nations Double Header:
Japan vs Samoa
NZ Jnr All Blacks vs Tonga
Air NZ Cup Taranaki home games

Saturday 18 February
Saturday 17 June
Saturday 17 June
July – September

2008

Air NZ Cup Taranaki home games
All Blacks vs Manu Samoa
All Golds vs New Zealand Maori

August – September
Wednesday 3 September
Sunday 12 October

2010

All Blacks vs Ireland
ITM Cup Taranaki home games

Saturday 12 June
July – October

2012

Super 15 Hurricanes vs Sharks
ITM Cup Taranaki home games
Monster Trucks

Friday 6 April
August – October
Saturday 8 December

2014

Super 15 Chiefs vs Blues
Super 15 Chiefs vs Warratahs
ITM Cup Taranaki home games

Friday 9 May
Saturday 3 May
August – October

2005

Warriors vs Parramatta Eels
Taranaki vs British Irish Lions
NPC Taranaki Home Games

Sunday 13 February
Wednesday 8 June
July – September

2007

Crusty Demons
Air NZ Cup Taranaki home games

Wednesday 21 February
July – September

2009

Crusty Demons
Super 14 Hurricanes vs Cheetahs
Air NZ Cup Taranaki home games

Wednesday 25 February
Saturday 7 March
August – October

2011

ITM Cup Taranaki home games
Rubgy World Cup Matches:
Ireland vs USA
Russia vs USA
Wales vs Namibia

July – September 2011
Sunday 11 September
Thursday 15 September
Monday 26 September

2013

All Blacks vs France
ITM Cup Taranaki home games

Saturday 22 June
August – October

2015

Super 15 Chiefs V Brumbies
FIFA U 20 World Cup
Super 15 Chiefs V Hurricanes

20 February
1, 4, 7 & 11 June
13 June

Appendix 2

Priority	Asset	Description	Cost Estimate	Demand Driver					
				Promotes Multi-Use	Community Participation	Enhances Spectator Experience	Revenue Generation	Alignment with Open Space, Sport Rec. Strategy	Public safety/Security Issue or Risk
1	Yarrow or TSB Stand	Redevelop the upper part of Yarrow Stand or TSB Stand to create increased hospitality space and new amenities area	\$1,870,000	Y	Y	Y	Y	Y	
1	Outer Areas	Redeveloping outer areas where needed to improve customer experience, including gate 1 configuration and main entrance arrival signage	\$300,000			Y	Y	Y	Y
1	TSB Stand	TSB Stand Legends Lounge – upgrade toilets, bars, kitchen, ceiling, lights & memorabilia space	\$400,000	Y		Y	Y	Y	Y
1	Venue Reception	Venue reception/entry, office and heating upgrade	\$350,000			Y	Y		Y
2	Fields 3 & 4	Upgrade Lights 200 lux for fields 3 and 4	\$450,000	Y	Y	Y	Y		Y
2	Field No.1	Current floodlight replacement/upgrade*	\$545,000		Y	Y	Y	Y	Y
2	Food and Beverage Areas	Review of current layout of public food and beverage areas if new Yarrow Stand amenities are not built due to hospitality expanding in TSB Stand	\$300,000	Y		Y	Y		
3	Streetscape	Maratahu Streetscape/premier entrance development	\$468,000			Y		Y	Y

Appendix 3

Major Maintenance Cost (TSD)	Planned	Unplanned
Electrical system replacement & repairs		Annual cost
Plumbing & Drainage system replacement & repairs		Annual cost
Spouting & downpipe replacement & repair	Planned 2016-2018	
Lift maintenance & repairs	New . Maintenance costs start 2016	
HVAC - Air system maintenance (Heating, ventilation, airconditioning)	Planned checks	
Fire systems & fire-fighting equipment	Planned checks	Annual cost
Security Cameras replacement & repair		Annual cost
Security & Fire alarms replacement & repair		Annual cost
Structural repairs	Annual Rust removal costs -Steel work,stands	
Floor covering replacement	Progressive room by room where required repalcment of carpets /vinly and floor re-seals	
Exterior glass replacement & repair		Annual cost
Access control (electronic or key)		Annual cost
Accessibilty requirements		Annual cost
Permanent signage		Annual cost
Sound system PA	New . Maintenance costs start 2016	
Drapes and window treatments	Offices	
Scoreboard Maintenance	New . Maintenance costs start 2016	
Lighting towers maintenance	Annual rust removal	Annual cost
Exterior cleaning / wash down (Chemwash)	Annual cost	
Interior (cyclic) redecoration	Progressive room by room interior re-decoration over next 10 years	
Work to ensure water tightness or remedy water tightness issues)		Annual cost
External painting (excluding graffiti removal)	Full exterior recently reapinted .Next Paint due 2022	Annual cost
Floor covering replacement	Progressive room by room where required repalcment of carpets /vinly and floor re-seals	
Building Compliance Costs	Annual cost	
Carpark re-sealing	Area by area -stop pavment failure ,fatigue .H&S issue	
Roof replacement and painting	Nil. New Roof	
Fixed seating purchase, replacement & repairs	Part of future renewal of southern seats	
Indoor & outdoor lighting, circuitry replacement & repair	Replacement of No.3 &4 field lights in 2019/20	
Perimeter fencing and gates		

Major Maintenance Cost (TST)	Planned	Unplanned
B Building Fit out replacement and ancillary Services		
Kitchen fit out replacement. Stoves, ovens, refrigerator & dishwasher		Annual cost
Generator maintenance		Annual cost
C Turf and grounds maintenance		
Major Turf and irrigation renewals	Future Field 2 Turf renovation	

Appendix 4

Minor Maintenance Cost NPDC)
Non-major internal repairs and alterations for staff and tenants
Blocked drains & toilet blockages
Day to day electricity & gas maintenance. Fuses & day to day electrical repairs
Security & fire alarms monitoring
Floor covering repairs
Replacement keys and fobs
Lighting operations and minor repairs. Light bulb replacement
Scoreboard operations
Commercial and event signange
B Building Fit out replacement and ancillary Services
Minor repairs to kitchen fitout and whiteware
Generator operating costs and minor maintenance
C Turf and grounds maintenance
Mowing, verti-draining, rolling, weed control, fertiliser, irrigation, minor maintenance, renovations and marking
Bulding surrounds and gardens maintenance

Appendix 5

Yarrow Stadium 10 Year Estimated Budget

Year	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	TOTAL
OPEX (000's)											
Minor Maintenance	\$33	\$33	\$34	\$35	\$36	\$37	\$38	\$39	\$40	\$42	\$367
TOTAL Minor Maintenance (NPDC)	\$33	\$33	\$34	\$35	\$36	\$37	\$38	\$39	\$40	\$42	\$367
Major Maintenance (Trust)											
Electrical system (planned maintenance)	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$100
Plumbing maintenance	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$100
Spouting & downpipe replacement & repair		\$24	\$24								\$48
Lift maintenance		\$9	\$9	\$9	\$9	\$9	\$9	\$9	\$9	\$9	\$77
HVAC	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$100
Fire system & Firefighting equipment	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$50
Security & Fire alarms replacement & repair	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$50
Building misc	\$15	\$5	\$5	\$5	\$5	\$10	\$5	\$5	\$5	\$5	\$65
Scoreboard Maintenance & replacement		\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$18
Lighting towers maintenance	\$70	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$205
Exterior cleaning / wash down	\$38	\$38	\$38	\$38	\$38	\$38	\$38	\$38	\$38	\$38	\$380
Interior (cyclic) redecoration	\$20	\$25	\$20	\$20	\$20	\$25	\$15	\$25	\$15	\$25	\$210
Work to ensure water tightness	\$20	\$20	\$10	\$10	\$10	\$20	\$10	\$20	\$20	\$20	\$160
External painting	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$100
Floor covering replacement	\$20	\$20	\$20	\$20	\$20	\$20	\$10	\$20	\$10	\$10	\$170
Building Compliance Costs	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$100
Car park reseals	\$15	\$10	\$20	\$10							\$55
TOTAL Major Maintenance (Trust)	\$258	\$228	\$223	\$189	\$179	\$199	\$164	\$194	\$174	\$184	\$1,988
Insurance											
Insurance	\$55	\$57	\$66	\$77	\$82	\$87	\$90	\$93	\$97	\$101	\$805
TOTAL Insurance	\$55	\$57	\$66	\$77	\$82	\$87	\$90	\$93	\$97	\$101	\$805
TOTAL Maintenance / Insurance	\$346	\$318	\$323	\$301	\$297	\$323	\$292	\$326	\$311	\$327	\$3,160

Yarrow Stadium 10 Year Estimated Budget

Year	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	TOTAL
CAPEX (000's)											
Major Projects											
Redevelop the upper part of Yarrow Stand or TSB Stand to create increased hospitality space and new amenities area	\$170	\$1,700									\$1,870
Redeveloping outer areas where needed to improve customer experience, including gate 1 configuration and main entrance arrival signage		\$300									\$300
TSB Stand Legends Lounge – upgrade toilets, bars, kitchen, ceiling, lights & memorabilia space		\$400									\$400
Venue reception/entry, office and heating upgrade				\$350							\$350
Upgrade Lights 200 lux for fields 3 and 4				\$450							\$450
Current floodlight replacement/upgrade*	\$45			\$500							\$545
Review of current layout of public food and beverage areas if new Yarrow Stand amenities are not built due to hospitality expanding in TSB Stand					\$300						\$300
Maratahu Streetscape/premier entrance development								\$43	\$425		\$468
TOTAL Major Projects	\$215	\$2,400	\$0	\$1,300	\$300	\$0	\$0	\$43	\$425	\$0	\$4,683
<small>*Year 1 - Project initiated to undertake design of LED lighting system and options for a partnership approach</small>											
Minor Projects											
TSB Stand Cardex System	\$50										\$50
Road Sealing	\$40										\$40
Generator Purchase	\$300										\$300
Ticket Box upgrading - 2, 3 & 4. New ticket box location, upgrade gate entry, lights and roof cover			\$160								\$160
Spotswood Car park sealing			\$150								\$150
Step edging of all corporate stairs and stands				\$45							\$45
Cover in the railing at each end of Yarrow Stand				\$20							\$20
Purchase of four deep fryer cookers for kiosks - additional to existing numbers					\$20						\$20
Walking pathway between gate 3 and 4 outside of event perimeter fence						\$100					\$100
TSB Stand concourse development – polish/new floors, partitioning and speakers, heating and storage							\$13	\$250			\$263
Total Minor Projects	\$390	\$0	\$310	\$65	\$20	\$100	\$13	\$250	\$0	\$0	\$1,148

Yarrow Stadium 10 Year Estimated Budget

Year	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	TOTAL
Renewals											
Legends Pres Room AC	\$10										\$10
Permanent signage	\$15										\$15
East Stand PA System		\$60									\$60
Kitchen appliances		\$10	\$10								\$20
Chillers/Extracts replacement					\$40				\$43	\$10	\$93
Legends Lounge Sound System							\$50				\$50
Replacement of southern terrace seating										\$500	\$500
Main field turf renewal & Drainage										\$900	\$900
Total Renewals	\$25	\$70	\$10	\$0	\$40	\$0	\$50	\$0	\$43	\$1,410	\$1,648
TOTAL CAPEX spend	\$630	\$2,470	\$320	\$1,365	\$360	\$100	\$63	\$293	\$468	\$1,410	\$7,478
OPEX	\$313	\$285	\$289	\$266	\$261	\$286	\$254	\$287	\$271	\$285	\$2,793
CAPEX	\$630	\$2,470	\$320	\$1,365	\$360	\$100	\$63	\$293	\$468	\$1,410	\$7,478

Major Renewals beyond 2025*

	Year	Estimated Value
HVAC Systems	2027	\$1,695
Video Screen Renewal	2029	\$486
East & West Stand Seat Replacement	2032	\$720
Light Towers X 4	2039	\$2,300
Northern Embankments & Berms	2040	\$735
Plumbing Systems	2042	\$430
Speakers	2043	\$50
IT Upgrade	2043	\$160
		\$6,576

*Comprehensive review of renewals will be undertaken prior to Asset Management Plan review in 2018

Yarrow Stadium 10 Year Estimated Inflated Budget

Year	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	TOTAL
OPEX (000's)											
Minor Maintenance	\$33	\$34	\$36	\$38	\$40	\$42	\$45	\$47	\$50	\$54	\$418
TOTAL Minor Maintenance (NPDC)	\$33	\$34	\$36	\$38	\$40	\$42	\$45	\$47	\$50	\$54	\$418
Major Maintenance (Trust)											
Electrical system (planned maintenance)	\$10	\$10	\$10	\$11	\$11	\$11	\$12	\$12	\$12	\$13	\$113
Plumbing maintenance	\$10	\$10	\$10	\$11	\$11	\$11	\$12	\$12	\$12	\$13	\$113
Spouting & downpipe replacement & repair	\$0	\$25	\$25	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50
Lift maintenance	\$0	\$9	\$9	\$9	\$9	\$10	\$10	\$10	\$11	\$11	\$88
HVAC	\$10	\$10	\$10	\$11	\$11	\$11	\$12	\$12	\$12	\$13	\$113
Fire system & Firefighting equipment	\$5	\$5	\$5	\$5	\$6	\$6	\$6	\$6	\$6	\$6	\$57
Security & Fire alarms replacement & repair	\$5	\$5	\$5	\$5	\$6	\$6	\$6	\$6	\$6	\$6	\$57
Building misc	\$15	\$5	\$5	\$5	\$6	\$11	\$6	\$6	\$6	\$6	\$72
Scoreboard Maintenance & replacement	\$0	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$3	\$21
Lighting towers maintenance	\$70	\$15	\$16	\$16	\$17	\$17	\$18	\$18	\$19	\$19	\$225
Exterior cleaning / wash down	\$38	\$39	\$40	\$41	\$42	\$43	\$45	\$46	\$47	\$49	\$430
Interior (cyclic) redecoration	\$20	\$26	\$21	\$22	\$22	\$28	\$18	\$30	\$19	\$32	\$238
Work to ensure water tightness	\$20	\$20	\$10	\$11	\$11	\$23	\$12	\$24	\$25	\$26	\$182
External painting	\$10	\$10	\$10	\$11	\$11	\$11	\$12	\$12	\$12	\$13	\$113
Floor covering replacement	\$20	\$20	\$21	\$22	\$22	\$23	\$12	\$24	\$12	\$13	\$189
Building Compliance Costs	\$10	\$10	\$10	\$11	\$11	\$11	\$12	\$12	\$12	\$13	\$113
Car park reseals	\$15	\$10	\$21	\$11	\$0	\$0	\$0	\$0	\$0	\$0	\$57
TOTAL Major Maintenance (Trust)	\$258	\$233	\$233	\$203	\$198	\$226	\$192	\$234	\$217	\$237	\$2,230
Insurance											
Insurance	\$55	\$58	\$69	\$83	\$91	\$99	\$106	\$112	\$121	\$130	\$925
TOTAL Insurance	\$55	\$58	\$69	\$83	\$91	\$99	\$106	\$112	\$121	\$130	\$925
TOTAL Maintenance / Insurance	\$346	\$325	\$338	\$324	\$328	\$367	\$342	\$394	\$388	\$421	\$3,573

Yarrow Stadium 10 Year Estimated Inflated Budget

Year	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	TOTAL
CAPEX (000's)											
Major Projects											
Redevelop the upper part of Yarrow Stand or TSB Stand to create increased hospitality space and new amenities area	\$170	\$1,740									\$1,910
Redeveloping outer areas where needed to improve customer experience, including gate 1 configuration and main entrance arrival		\$307									\$307
TSB Stand Legends Lounge – upgrade toilets, bars, kitchen, ceiling, lights & memorabilia space		\$409									\$409
Venue reception/entry, office and heating upgrade				\$377							\$377
Upgrade Lights 200 lux for fields 3 and 4				\$485							\$485
Current floodlight replacement/upgrade*	\$45			\$538							\$583
Review of current layout of public food and beverage areas if new Yarrow Stand amenities are not built due to hospitality expanding in TSB Stand					\$332						\$332
Maratahu Streetscape/premier entrance development								\$51	\$531		\$582
TOTAL Major Projects	\$215	\$2,457	\$0	\$1,400	\$332	\$0	\$0	\$51	\$531	\$0	\$4,986
*Year 1 - Project initiated to undertake design of LED lighting system and options for a partnership approach											
Minor Projects											
TSB Stand Cardex System	\$50										\$50
Road Sealing	\$40										\$40
Generator Purchase	\$300										\$300
Ticket Box upgrading - 2, 3 & 4. New ticket box location, upgrade gate entry, lights and roof cover			\$168								\$168
Spotswood Car park sealing			\$157								\$157
Step edging of all corporate stairs and stands				\$48							\$48
Cover in the railing at each end of Yarrow Stand				\$22							\$22
Purchase of four deep fryer cookers for kiosks - additional to existing numbers					\$22						\$22
Walking pathway between gate 3 and 4 outside of event perimeter fence						\$114					\$114
TSB Stand concourse development – polish/new floors, partitioning and speakers, heating and storage							\$15	\$302			\$317
Total Minor Projects	\$390	\$0	\$325	\$70	\$22	\$114	\$15	\$302	\$0	\$0	\$1,238

Yarrow Stadium 10 Year Estimated Inflated Budget

Year	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	TOTAL
Renewals											
Legends Pres Room AC	\$10										\$10
Permanent signage	\$15										\$15
East Stand PA System		\$61									\$61
Kitchen appliances		\$10	\$10								\$21
Chillers/Extracts replacement					\$44				\$54	\$13	\$111
Legends Lounge Sound System							\$59				\$59
Replacement of southern terrace seating										\$645	\$645
Main field turf renewal & Drainage										\$1,162	\$1,162
Total Renewals	\$25	\$72	\$10	\$0	\$44	\$0	\$59	\$0	\$54	\$1,820	\$2,084
TOTAL CAPEX spend	\$630	\$2,529	\$336	\$1,470	\$398	\$114	\$73	\$354	\$585	\$1,820	\$8,308
OPEX	\$313	\$291	\$303	\$286	\$288	\$325	\$297	\$346	\$338	\$367	\$3,155
CAPEX	\$630	\$2,529	\$336	\$1,470	\$398	\$114	\$73	\$354	\$585	\$1,820	\$8,308

Major Renewals beyond 2025*

	Year	Estimated Inflated Value
HVAC Systems	2027	\$2,399
Video Screen Renewal	2029	\$733
East & West Stand Seat Replacement	2032	\$1,196
Light Towers X 4	2039	\$4,784
Northern Embankments & Berms	2040	\$1,579
Plumbing Systems	2042	\$985
Speakers	2043	\$118
IT Upgrade	2043	\$378
		\$12,173

*Comprehensive review of renewals will be undertaken prior to Asset Management Plan review in 2018

Risk Description	Primary Category	Secondary Category (X = Yes)				Risk and Treatment Owner	Impact (Consequence)	Likelihood	Pure Risk Level (Raw Risk)	Controls Black - In place (believed to be effective) Amber - Review required (partially effective) Red - To be developed (not in place or not effective)
		Financial	Public & Health	Image	Service Delivery					
Health and Safety of staff, contractors, members of the public in relation to construction /project/maintenance / operational /event activities	Impacts on public and health					Manager Projects	Minor health or safety impact on small number of people. Injury dealt with. No hospitalisation	Almost certain	High	- Contractors to be H&S approved; - Contractors competency assessed in tender process; - Site inspections and auditing; - Permit to work system at some sites; - Site inductions; - Pre-tender H&S plans developed; - Project Manager training;
Cost estimates inaccurate	Financial Impact					Manager Projects	Loss of between \$250,000 and \$1 million	Likely	High	- Develop/adapt methodologies for calculating project contingency based on profile of the scheme, risks inherent and stage of design
Cost estimates inaccurate	Image reputation Public support					Manager Projects	Local media coverage, community, interest in Council's performance	Likely	High	- Develop/adapt methodologies for calculating project contingency based on profile of the scheme, risks inherent and stage of design
Disruption following a major event, such as fire, earthquake, flood causing substantial damage	Financial Impact					Manager Property & Team Leader Asset Management	Catastrophic	Likely	Extreme Risk	Insurance, emergency evacuation plan, code compliant building, Civil Defence (CDEM) Alert, business continuity and accommodation plans.
Asset failure causing prolonged shutdown	Financial Impact					Manager Property , Property and Maintenance staff	Moderate/high	Possible	Medium Risk	Rehabilitate or replace plant when it is due to maintain service levels. Ensure knowledge systems in place to monitor & manage data and information regarding asset performance and condition

YARROW STADIUM OPERATIONAL USAGE REPORT

PURPOSE/ TE WHĀINGA

1. The purpose of this report is to provide an update on Yarrow Stadium usage as a multi-use facility since re-opening in September 2022.

RECOMMENDATION / NGĀ WHAIKUPU

That, having considered all matters raised in the report, the report be noted.

SIGNIFICANCE AND ENGAGEMENT / TOHUTOHU KAI WHAKAHAERE

2. This report is provided for information purposes only and has been assessed as being of some importance.

BACKGROUND / WHAKAPAPA

3. Following the re-opening of Yarrow Stadium (the Stadium) in September 2022, New Plymouth District Council recommenced the management and operation of the Stadium under the management agreement.
4. Yarrow Stadium is a multi-use facility (not just a rugby park). As part of the rebuild, new and improved facilities were installed including new LED lights and a new Hybrid Turf on Field 1.
5. Council Officers are working to make the multi-use vision a reality including:
 - a) Working with the regional facilities network group to ensure a regional approach to providing and delivering a range of facilities and events to our community.
 - b) Using our existing strong stakeholder relationships with all local sporting codes and national franchises included the Chiefs, One New Zealand Warriors, Wellington Phoenix, New Zealand Rugby and established international and national entertainment promoters.
 - c) Utilising our partnership with Venture Taranaki and internal NPDC experience to attract a range of large events, helping drive profitability for the venue and economic growth to the region.
6. In 2016, (prior to closure) Yarrow Stadium was recognised as New Zealand's Large Venue of the Year. Council Officers are working to build on the existing reputation nationally as a leader in operational excellence. The internal senior venue management team, marketing team and business development team are focussed on growing the trajectory of use prior to Yarrow Stadium's closure.

7. Since the re-opening of the Stadium, bookings have steadily increased. Since March 2023, the Stadium has hosted:
- a) Football bookings
 - Four New Plymouth Rangers Women's games
 - Central Football Men's Final Day
 - Central Football Women's Finals Day
 - National Under 17 Youth League – FC Western v Wellington Phoenix
 - Three Central Football – Women's Federation Games
 - Central Football – Sheffield Plate Trophy
 - b) Suite bookings
 - Monthly Te Whatu Ora Taranaki meetings
 - Powerco
 - Todd Energy
 - Taranaki Rugby Football Union
 - Taranaki Regional Council
 - Admin NZ
 - IAP2 Training course
 - JGP – Engineering meeting
 - c) Taranaki Rugby Football Union (TRFU) Community Bookings
 - Three Junior festivals
 - Secondary Schools Finals
 - Rippa Rugby tournaments
 - Two Tukapa Junior rugby nights
 - Seven Spotswood United Rugby games
 - Spotswood Junior Rugby
 - Women's Finals Day
 - Men's Finals Day
 - Māori and Pasifika Community Day
 - d) TRFU Bulls
 - Eight games and a National Provincial Championship, with over 34,000 people coming to watch over these games.
 - e) Super Rugby
 - Chiefs v Queensland Reds
 - f) Community bookings
 - Sport Taranaki - Whanau Pakari – activity sessions
 - Oxfam Trail walk
-

Future focus

8. Council Officers are building relationships with a number of groups including Central Football who are looking to book in multiple Friday night football games under the lights, along with junior and senior finals being played on Field 1.
9. As we move closer to the completion of the New East Stand, more opportunities will also arise to tender for international sporting and entertainment events, such as concerts, Nitro Circus, New Zealand Football games, One New Zealand Warriors, Black Ferns and All Black Tests. This will enhance our reputation of being the best regional Stadium in the country.
10. Once completed, the large hospitality space on level two of the East Stand will provide the opportunity for large dinners, meetings and events to be held at Yarrow Stadium.
11. Growing relationships with different groups and the community, will ensure that the stadium continues to be used by a range of community groups throughout the year.
12. During the rebuild of the Stadium Taranaki Regional Council have communicated progress through newsletters and meetings. New Plymouth District Council will restart the annual residents' meetings in early 2024.

CLIMATE CHANGE IMPACT AND CONSIDERATIONS / HURINGA ĀHUARANGI

13. The new East Stand will be using electric appliances once complete - moving away from gas. New LED lights have also been installed on the main floodlights with the following benefits: energy efficiency, ecologically friendly and Zero UV emissions.

REFORM IMPLICATIONS

14. There are no reform implications associated with this report.

NEXT STEPS / HĪKOI I MURI MAI

15. Council Officers will provide regular updates to the Yarrow Stadium Joint Committee.

FINANCIAL AND RESOURCING IMPLICATIONS / NGĀ HĪRAUNGA Ā-PŪTEA, Ā-RAUEMI

16. All the bookings are invoiced as per confirmed fees and charges and staffed accordingly. As we move closer to the East Stand being completed and the increase of operational spaces, we will need to ensure all areas are equipped, furnished, and staffed correctly.
-

IMPLICATIONS ASSESSMENT / HĪRANGA AROMATAWAI

17. This report confirms that the matter concerned has no particular implications and has been dealt with in accordance with the Local Government Act 2002. Specifically:
- Council staff have delegated authority for any decisions made;
 - Council staff have identified and assessed all reasonably practicable options for addressing the matter and considered the views and preferences of any interested or affected persons (including Māori), in proportion to the significance of the matter;
 - Council staff have considered how the matter will promote the social, economic, environmental, and cultural well-being of communities in the present and the future.
 - Unless stated above, any decisions made can be addressed through current funding under the Long-Term Plan and Annual Plan;
 - Any decisions made are consistent with the Council's plans and policies; and
 - No decisions have been made that would significantly alter the intended level of service provision for any significant activity undertaken by or on behalf of the Council or would transfer the ownership or control of a strategic asset to or from the Council.

Report Details

Prepared By: Jonnie Orrell (Yarrow Stadium Lead)
Team: Venues and Events
Approved By: Neil Fenwick (Acting Manager Venues and Events)
Ward/Community: District Wide
Date: 10 November 2023
File Reference: ECM 9108225

-----*End of Report*-----

CLOSING KARAKIA

Unuhia, unuhia, Unuhia i te uru tapu-nui Kia wātea, kia māmā te ngākau, te tinana Te Wairua i te ara takatū Koia rā e Rongo whakairihia ake ki runga	Draw on, draw on Draw on the supreme sacredness To clear, to free the heart, the body and the spirit of mankind Rongo suspended high above us (in heaven)
Kia wātea, kia wātea Ae rā kua wātea Hau Paimarire	To be cleared of obstruction It is cleared

This karakia is recited to close a hui or event. It takes us from a place of focus and releases us to be clear of all the issues or tensions that may have arisen during the hui. We are now free to get on with other things.