



11: Community Centres and Halls

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11 Community Centres and Halls

11.1 Service Description

This service currently encompasses the provision of 27 operational Community Centres and Halls throughout the District to meet local and wider community needs. It also covers one facility (Brookside Hall) that is not operational and leased for an alternative use. Note that some facilities which are located on recreation reserves that serve a hall/community centre function are included in the “Recreation Reserves” section of this plan due to the current budget and funding structure. In addition Te Ara Ātea the new library and cultural centre in Rolleston has some community centre function but is considered a strategic civic building and is included in the Property and Buildings section of this AcM Plan.

The network of Community Centres and Halls comprises older buildings that have served the local social hub of the township or rural community for a long length of time and newer facilities built in response to more recent demands especially in the larger towns or as replacements through loss from the 2010-11 earthquake events.

The following facilities are covered in this section:

- | | |
|--|---|
| • Arthurs Pass Community Centre | • Ladbrooks Hall |
| • Broadfield District Hall | • Lake Coleridge Community Hall |
| • Brookside Hall | • Lakeside Community Memorial Hall |
| • Castle Hill Village Community Centre | • Lincoln Events Centre |
| • Darfield Recreation and Community Centre | • Mead Hall |
| • Doyleston Hall | • Prebbleton Public Hall (not SDC owned) |
| • Dunsandel Hall | • Rolleston Community Centre |
| • Glenroy Hall | • Selwyn Sports Centre (under construction) |
| • Glentunnel Community Centre | • Sheffield Hall |
| • Greendale Community Centre | • Southbridge Community Hall |
| • Greenpark Memorial Community Centre | • Springston Hall |
| • Halkett Community Centre and Hall | • Tai Tapu Community Centre |
| • Hororata Hall | • Tawera Hall |
| • Killinchy Community Centre | • West Melton Community Centre |

Planning, provision, maintenance, development, and operation of these facilities is considered in this section.

Facility Planning & Provision

The majority of the district’s settlements and townships have been traditionally serviced by a community centre or hall. These facilities have provided a social hub for communities and have been important venues for a variety of leisure and cultural activities.

There is a high degree of variability in the usage, quality, features, activities and management approach provided across the network.

In response to this a Strategic Plan for Community Centres and Halls (the Strategic Plan) was prepared in 2013. The Strategic Plan provided guidance to Council and stakeholders on the future provision and management of these community facilities particularly after the loss of facilities following the earthquake events. Its primary purpose is to increase the value of the Community Centres and Halls to the communities they serve.

In 2020 review of the Strategic Plan was undertaken with the preparation of a draft network plan, the “Selwyn Community Centres, Halls and Libraries Network Plan”, to provide direction on the future requirements for Council owned community centres, halls and libraries over the next 10 years.

The Plan supports staffed keystone facilities of Lincoln Event Centre (LEC), West Melton Community Recreation Centre, Te Ara Ātea, Darfield Community Recreation Centre and potentially Leeston Community Centre which will operate within geographical clusters of smaller centres.

The Plan outlined a proposed way forward for Council's network of community centres, halls and libraries that was focused on:

- Development of modern fit for purpose network of facilities with a particular emphasis on direct service delivery at its keystone sites.
- Continuing to increase investment in its capability to support the extension of its keystone facility-based programmes, events and services out into the various hub and local facilities in the Network
- Strategic investment in new or upgraded facilities based on sound feasibility studies and demonstrated demand that will result in high levels of activation and add specialised or complementary spaces to the network.
- Consolidation of activities by enabling opportunities for people to participate in high quality programmes rather than continue to support proximate but under-utilised facilities.
- Decommissioning or divestment of involvement in Council owned community facilities where utilisation is low, interest in community ownership is low, and the facility is not fit-for-purpose and requires significant capital investment to address this and/or building compliance and renewal requirements.
- Ensuring a mix of provision is available within the Network in terms of single-use and multi-use spaces; specialist spaces for crafts, arts, active recreation, education, health and well-being, as well as general purpose spaces for meetings and public assembly.
- Supporting mixed-mode delivery within the Network (Council programmes, vessel for hire, community initiative programmes and casual use).
- Rebalancing the Network through fewer new builds of generic community space and more special purpose spaces targeted at particular specialised needs.

Facility Management, Development & Operation

Historically the Council had tended to employ a "hands off" approach to the management of facilities whereby many Community Centres and Halls were managed by local management committees with Council providing administrative and asset management support and in most cases having ownership of the land and building. There was a mixture of management approaches adopted that suited the individual requirements and resources available within each community.

As new facilities have been completed and become operational Council has become increasingly involved with direct management of these facilities. A declining level of volunteer input coupled with more stringent regulatory requirements in terms of health and safety and building compliance has seen a shift in management and operation from committees to Council. The keystone facilities (e.g. Lincoln Events Centre and Rolleston Community Centre) are directly managed by Council and programmes in other facilities are arranged by Council as well as managing caretakers for cleaning services. The following facilities are now managed and staffed by Council and, in some cases, there is a service level agreement in place with committees:

- | | |
|--|---|
| • Lincoln Events Centre | • Tai Tapu Community Centre |
| • Rolleston Community Centre | • West Melton Community & Recreation Centre |
| • Darfield Recreation and Community Centre | • Hororata Hall |
| • Springston Hall | • Dunsandel Community Centre |
| • Sheffield Hall | • Tawera Memorial Hall |
| • Broadfield District Hall | • Lake Coleridge Community Hall |
| • Southbridge Community Hall | • Ladbrooks Community Hall |
| • Selwyn Sports Centre | |

Council now has staff that provide outreach support for the network of facilities in terms of programming and has progressively implemented a centralised booking system to ensure facilities are available to a wider range of uses and are well-utilised by communities.

Council is in the process of reviewing the future involvement of committees in the management and operation of community centres and halls and this may see most facilities under Council management with some in more remote or smaller communities operated by local groups.

11.1.1 Rationale for Council's Involvement

The Council recognises that Community Centres and Halls are an integral part of the social fabric for many communities particularly those in rural areas and small townships. They fulfil an important role in providing a venue for a range of social, cultural, recreational and educational uses. These venues help to reinforce a sense of social connectivity and contribute to building strong communities. In some areas there are also other providers of halls such as churches and schools however, they vary in the degree to which community access is provided.

In the larger towns the community centres provide important venues for meetings, leisure and sports and recreation activities. Some facilities have expansive spaces that can accommodate large gatherings or can be used for indoor sports activities that help to improve physical fitness and wellbeing. Some similar facilities may be provided by schools but these do not have the capacity level nor community access as those provided by Council.

Community Centres and Halls serve a number of functions that contribute principally to the social and cultural wellbeing of the community. These include the following:

- Provide local venues for social, cultural, recreational and educational uses
- Provide opportunities for engagement in a range of indoor sports and recreation activities and programmes
- Township community centres function as welfare centres for civil defence
- Provide a focal point for community events

11.2 Strategic Direction

The Council is committed to the provision of a network of community centres and local hall to service the needs of localities across the district. Council adopted the Community Centres and Halls Strategic Plan in 2013 which proposed a number of changes to the way this activity was delivered and provided a framework for strategic direction. This plan has been refreshed with a review undertaken in 2020 and the draft 'Selwyn Community Centres, Halls and Community Libraries Network Plan' produced. In addition, the Community Spaces Plan adopted in 2017 sets guiding principles on how community space should be developed and used.

Selwyn Community Centres, Halls and Community Libraries Network Plan Principles: The key focus of this plan is to create an integrated and complementary network of facilities that are fit-for-purpose, well used and valued by communities. The emphasis is on quality rather than quantity. The principles underpinning the plan include: Fit for purpose facilities meeting an identified need, sustainability (consideration of whole of life costs), partnering / collaboration / co-ordination in provision, co-location and Integration, future proofing/adaptability, accessibility, reflecting the community, and activation/optimising use.

Service Delivery and Programming: Direct service delivery via keystone facilities will occur including at Te Ara Ātea (Library and Cultural Centre). Capability to support the extension of its keystone facility-based programmes, events and services out into the various hub and local facilities in the network will be developed. District-wide programming as well as a more centralised community facilities bookings system has been progressively implemented over the last few years. This is aimed at promoting, increasing and coordinating programme delivery and bookings and will continue to be rolled out to facilities across the district.

Where other groups are managing a facility this will be guided by formal service level agreement that clearly sets out the responsibilities of all parties. Some facilities may be suitable for mixed-mode delivery (Council programmes, vessel for hire, community initiative programmes and casual use). This could include a number of different occupation and use arrangements.

Future Investment in Facilities: Strategic investment in new and upgraded Community Facilities will be subject to sound feasibility assessment and evidence of community need and will consider the following:

- Opportunities to partner with organisations that lead to high levels of community activation and sustainable best practice asset management.
- rebalancing the network through fewer new builds of generic community space and more special purpose spaces targeted at particular specialised needs add complementary activity spaces (within a particular geographical area, cluster) that reflect community demand
- ensuring a mix of provision is available within the Network in terms of single-use and multi-use spaces; specialist spaces for crafts, arts, active recreation, education, health and well-being, as well as general purpose spaces for meetings and public assembly
- consolidating spaces within a geographical area (cluster), or introduce new provision to address an identified gap

New Facilities: The plan contemplates that a number of new facilities will be required over the 10 year planning period to ensure demand from growth is met and levels of service are maintained. Subject to demand assessments confirming requirements, this includes facilities at Leeston (combined with a library) and Prebbleton. There are also plans for a new facility to service Hororata and this proposal has been carefully reviewed in consideration of demonstrated demand, existing facilities nearby and community views. This has resulted in the scale of this facility reduced and is reliant on a substantial contribution from community fund raising.

An approach with new community centres is to have these located in community hub areas such as reserves to consolidate activities into a single venue and obtain advantages of shared ancillary facilities. This approach also provides an opportunity for greater utilisation of facilities where they are located alongside sports and recreation activity. The planned facilities for Leeston, Hororata and Prebbleton may be located on reserves.

Maintaining Local Halls: The plan continues to support the upkeep of halls that service the smaller and more remote communities. However there may be some facilities where, because of declining use and the need for significant capital expenditure, a decision on continued investment is required. The 'Selwyn Community Centres, Halls and Community Libraries Network Plan' proposes that Council decommissions or divests involvement in Council owned community facilities where utilisation is low, interest in community ownership is low, the facility is not fit-for-purpose and requires significant capital investment to address this and/or building compliance and renewal requirements. This situation will be monitored over the next few years and any proposals for facility retirement or rationalisation will be considered as part of the subsequent LTP cycle.

Impact of New Facilities: This new indoor sports complex will be opening in 2021 and planning for space allocation and activity use suggests that this new facility will be heavily used. Te Ara Ātea is also set to open later in 2021 and will provide a range of spaces for community uses and activities (note that information on this facility is included in the Property and Buildings section). The full impact of these new facilities coming into operation is difficult to gauge at this point in time especially in regard to utilisation of existing facilities such as the Rolleston Community Centre (RCC). There is likely to be some residual activities that will not transfer from RCC and may require space.

A needs assessment for the future use of RCC indicated a strong preference for a space to accommodate arts and culture activities including performing arts. Given the uncertainty of the impact on community space as the new facilities are opened it is planned that RCC continues to provide space in its current form for a range of activities that could include arts/performing arts until the usage patterns are fully understood. Use of RCC can be managed as part of Te Ara Ātea operations at least as an interim arrangement. No budget for repurposing RCC has been included in the 10 year plan but this will be reviewed at a time when more information on use patterns is available.

11.2.1 Key Issues and Challenges

There are several challenges with this activity that will need to be addressed into the future. The key challenges in delivering this activity over the 10 year planning period are outlined below.

Building Age and Condition: The age profile indicates that many of the buildings are old with 12 or 43% of the 27 operational facilities being less than 50 years old. Although many of the facilities are maintained to a very good standard there are some where deferred maintenance is evident signalling the need for significant renewal and maintenance expenditure with a total of \$3.4 million required for renewal work over the 10 year period.

Utilisation: Averaged out, the network of facilities operates at well below capacity but utilisation varies hugely from below 10% to almost full utilisation. With this in mind the usage levels should be treated with caution as there are variabilities across the district depending on a number of factors and many of the remote halls have quite a different purpose compared to those in the larger towns. With a change in delivery models there is an opportunity to increase utilisation through district programming. There is also an opportunity to ultimately look at divesting Council involvement and transfer of facilities to other entities where this is practicable.

Earthquake Prone Building Assessment: The Council has undertaken an assessment of public buildings on a priority basis. Although the current policy does not require strengthening work to be undertaken until 15 to 20 years, Council's stance on this has been to progressively undertake seismic strengthening works to all buildings identified as 'earthquake prone', to make these compliant to the NBS. Public access has been excluded to buildings (or specific parts of a building) that were identified as 'earthquake prone' until the necessary remedial repairs or strengthening works have been completed.

A number of buildings initially assessed as "earthquake prone" have had seismic strengthening works completed (Ladbrooks, Sheffield, Springston and Greendale). Others were demolished and now rebuilt (Dunsandel, Lakeside, Tai Tapu and West Melton). Mead Hall was identified as earthquake prone and is programmed to have seismic strengthening work carried out in 2021/22. In addition a number of key facilities are in the "earthquake risk" category (34% to 67% NBS) where Council may consider seismic strengthening work in the future. This includes Lincoln Events Centre (35% NBS) and Rolleston Community Centre (40% NBS). In the case of Rolleston Community Centre strengthening work may be undertaken as part of re-purposing work subject to this being approved and funded.

Legislative Compliance: Managing buildings has become increasingly complex with the changes to the Buildings Act and other regulations and standards. Keeping up with compliance requirements has been a challenge and many buildings have not been upgraded to meet requirements and will be liable for substantial costs if this is triggered in the future.

Funding New Facilities: The plan proposes a number of new facilities and the funding of these will be a challenge. Where projects have a growth component and are associated with the use of a reserve there is potential to provide some funding from reserve development contributions. Funding from the major grant funders is now scarce and generally the balance required will be from borrowing. However the low interest rates are currently working in Council's favour for the loan component.

Heritage Buildings Status: As part of the District Plan Review process some additional Council owned buildings were recommended to be listed in the District Plan as 'Heritage' items. This included the former South Selwyn / Brookside School (Brookside Hall). The building has been leased to an adjoining neighbour for many years and is used to store farm implements. It is in very poor condition and a structural and condition report has indicated that \$312,000 is required just to make it weather-proof and address maintenance and basic structural issues and a further \$10,000 per year for on-going maintenance. Given the very poor condition of this building and the current constrained financial environment no budget for this building has been included in the LTP.

Other community centres/halls that are listed heritage building in the District Plan include: Southbridge Community Hall, Lake Coleridge Community Hall, Broadfield District Hall and Hororata Hall. Any maintenance or upgrading work must be undertaken in a manner sympathetic to the heritage value of the building and, in many cases, resource consent and guidance from a heritage expert will be required. With Hororata Hall being in deteriorating condition and, the proposal for a new facility in this locality, options were explored to restore the hall building. However this would be costly to achieve and the preferred option is to build a new fit-for-purpose facility on the Domain. If this project proceeds Council will not continue to maintain the old hall and it may be transferred to a community group for an alternative use.

Quality of Facilities: Most of the facilities are in good or very good condition but there are some that have not been modernised or upgraded and the overall quality does not meet modern standards. There is a strong correlation between the quality of the facility and the level of use. This signals the need to focus the network on provision of good quality facilities that are well used rather than a large number of facilities which are of poorer quality and not well used. Council needs to apply a strategic approach in terms of future investment in upgrading facilities to ensure this is targeted to those facilities that will continue to have a role in the network going forward.

The overall quality and fit-for-purpose of the facilities is depicted in the figure below. The facilities have been grouped by area served (cluster), and their level of use or potential use, fitness-for-purpose and location relative to other facilities rated. This provides some indication of the likely future direction for each facility with a combination of downward-pointing arrows generally indicating a 'problem' to be addressed.

Committee Management: The local community committee management model has been in place for many years and has worked well in supporting the upkeep and operation of the facilities. However the changes to legislation, decline in volunteerism and complexities of managing these facilities has meant that this approach is no longer suitable in many instances. Council will be reviewing the role for committees going forward which may see a different delivery model.

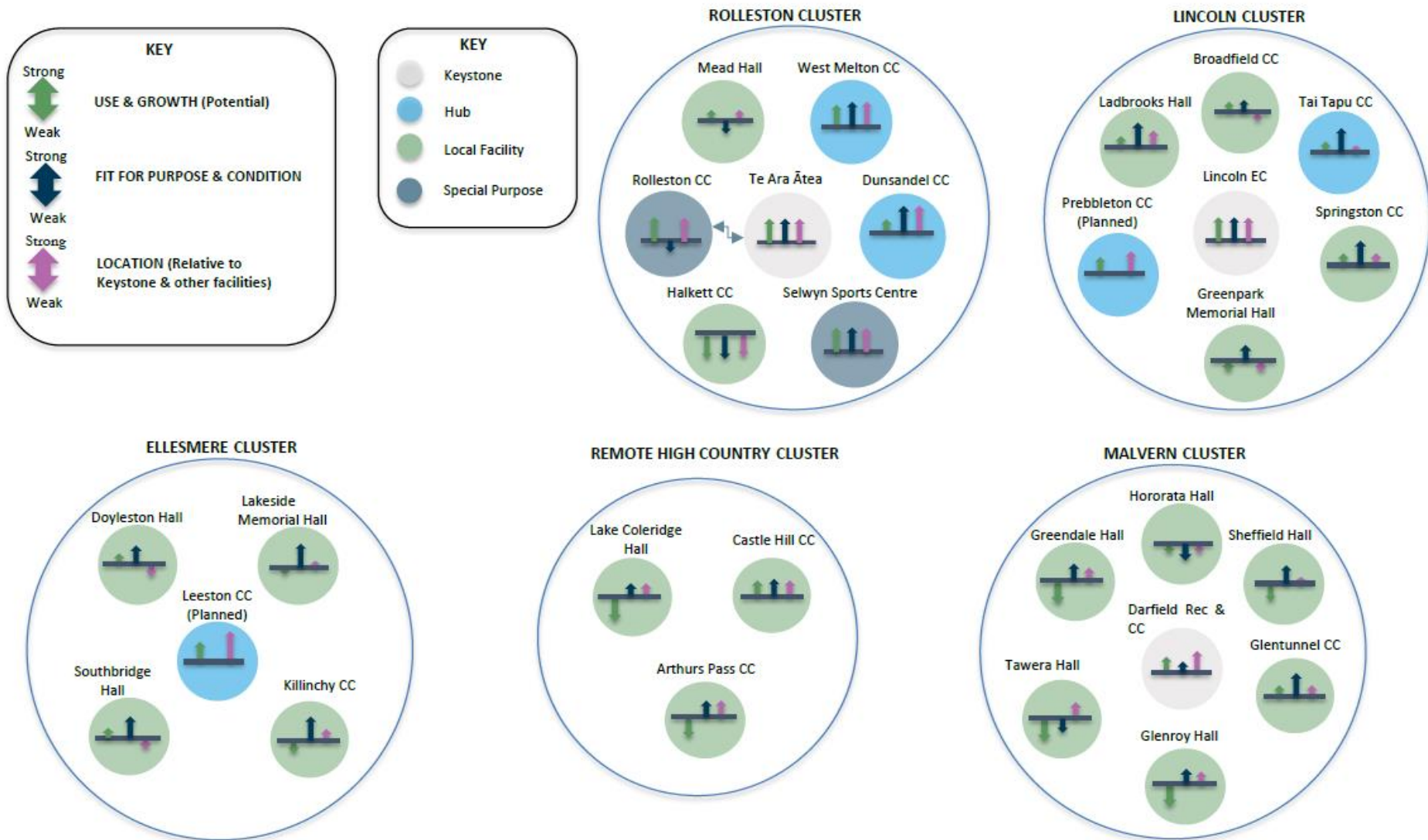


Figure 11-1: Analysis of Halls and Community Centres

11.3 Levels of Service

This section defines the levels of service (LOS) for Community Centres and Halls that are required to meet customer expectations. It also sets out information on performance and targets identified for each LOS to enable achievement to be measured.

11.3.1 Customers and Stakeholders

Customers and stakeholders with an interest in the Community Centres and Halls include the following:

- Community Centre and Hall Management/ Advisory Committees
- Community Centre & Hall Users
- Selwyn District residents
- Community Groups
- Sports and Recreation Clubs
- Church Groups
- Schools
- Department of Conservation
- Local Iwi/Ngai Tahu
- Township Advisory Committees
- Sport Canterbury

11.3.2 Contribution to Community Outcomes

Table 11-1 identifies the community outcomes that are relevant to Community Centres and Halls and describes how the service contributes to outcomes.

Community Outcome	How Community Centres & Halls Contribute
A Healthy Community Selwyn people have access to appropriate health, social and community services	Support community halls to allow for physical and passive recreational opportunities Provide venues for social interaction to strengthen community connectivity Provide opportunities for Selwyn residents to enjoy healthy, active lifestyles including provision of recreational open space and community facilities
A community which values its culture and heritage Our district provides a range of arts and cultural experiences and facilities Our heritage is preserved and shared	Provide venues for cultural activities and events

Table 11-1: Community Centres and Halls Contribution to Community Outcomes

The Selwyn Community Centres, Halls and Community Libraries Network Plan notes that Council has a major role in shaping the network of community facilities for Selwyn and ensuring a successful future for community facility provision. A successful future is defined as:

Council increasingly becoming active in providing a community involved, vibrant, widely distributed, accessible range of creative, learning, maker, social, recreation and well-being spaces that build a sense of ownership in the space and by extension a sense of community and belonging for residents in towns, regional centres and Selwyn District as a whole

11.3.3 Service Drivers

The key service drivers for Community Centres and Halls primarily relate to meeting customer expectations and compliance with statutory requirements. Service objectives specific to Community Centres and Halls include the following:

- Ensure Community Centres and Halls remain relevant to community needs, that they support a connected community and encourage active participation in community activities and events that contribute to community vitality;
- Ensure Community Centres and Halls are operated on a network basis where facilities complement each other and do not compete and also provide for a range of operating modes;
- To transform the network to a scenario where under-utilisation of older facilities because of design limitations is reduced and there is a process of transitioning these facilities into exciting well-utilised community facilities;
- Ensure Community Centres and Halls provide opportunities for a wide range of community uses;
- Ensure Community Centres and Halls are well used and valued by the communities they service;
- Ensure the facilities provide a safe environment for users;
- Ensure the communities' investment in Community Centres and Halls assets is protected;
- Ensure Community Centres and Halls remain serviceable and available for use;
- Ensure the heritage values of community centres and halls are protected;
- Provide and design facilities in ways that enable them to be adapted, developed and extended in response to future demands;
- Provide for the sustainable management and development of community centres and halls;
- Community centres and halls remain affordable to present and future communities;
- Ensure the operation and maintenance of Community Centres and Halls complies with all legal requirements, New Zealand Standards, Selwyn District Council Policies and Bylaws.

Legislation, Standards and Policies

Specific legislation, standards and planning documents that apply to the Community Centres and Halls service are described in Table 11-2 and Table 11-3 below. This also explains the implications for levels of service.

Plan/Policies	LOS Implications
Selwyn District Council District Plan (RMA)	Rules relating to community facilities in rural areas
Land and Water Regional Plan 2016 (RMA)	Rules on protecting ground and surface water from contamination Requirements to obtain discharge permits for septic tanks
Selwyn District Council Policy Manual	Insurances on community halls to be funded from general rates (I101) Community Centres, Public Halls, Recreation Reserves & Township Committees Policy (R 301) - outlines Council's expectations of and towards Committees that operate as Sub Committees of Selwyn District Council
Community Centres, Halls and Libraries Network Plan 2020 (draft)	Sets out the strategic framework for managing and providing the network of community centres, halls and libraries across the district. This is a refresh of the Community Centres and Halls Strategic Plan (2013)
Eastern Selwyn Community Spaces Plan 2016	Though focused on the Eastern Selwyn area, the plan outlines the principles of good community spaces and includes a number of improvement actions aimed at Community Centres and Halls across the district,

Table 11-2: Community Centres and Halls Plans & Policies

Legislation/Standard	LOS Implications
Building Act 2004 (and amendments)	Building standards and requirements to obtain consents for specific works.
Building Regulations	Requires a building to achieve the performance criteria set out in the New Zealand Building Code (NZBC).
Greater Christchurch Regeneration Act 2016	This Act is focused on rebuilding and Improving the environmental, economic, social, and cultural well-being, and the resilience, of communities through urban renewal and development, and restoration and enhancement
Health Act 1956	This Act places the responsibility on every territorial authority for improving, promoting and protecting public health within the authority's district. This includes the regulation of cultural and social facilities.
Heritage New Zealand Pouhere Taonga Act 2014	The purpose of this Act is to promote the identification, protection, preservation, and conservation of the historical and cultural heritage of New Zealand.
Local Government Act 2002 (and amendments)	This Act gives the Council the power to undertake any business within the district provided that the activity is consistent with the requirements of the Act, and the appropriate community consultation and engagement has been carried out.
New Zealand Building Code 2002	Sets out building performance criteria in areas in the following areas, structural stability, fire safety, access, moisture control, durability, services and facilities, and energy efficiency.
Reserves Act 1977	Under this Act SDC is required to manage parks and reserves such that different types of reserves are identified along with their designated purpose. The protection of reserves in terms of the principal or primary purpose, the scenic, historical, archaeological, biological, geological or other scientific features and indigenous flora and fauna and wildlife.
Various Fire and Building Standards	Refer to Property and Buildings - Chapter 13

Table 11-3: Community Centres and Halls Legislation & Standards

11.3.4 Customer Expectations and Consultation

- Consultation with stakeholders undertaken subsequent to the development of the Strategic Plan and the Community Centres, Halls and Libraries Network Plan
- Consultation (focus group workshops) with stakeholders undertaken as part of the development of the Strategic Plan
- Public enquiries and complaints received via Service Request System
- Feedback from elected members, hall advisory committees, community boards, township committees and general public
- Consultation via the LTP/Annual Plan process
- Consultation undertaken for specific facilities e.g. Lincoln Events Centre, Dunsandel Hall
- Satisfaction levels indicated in customer surveys (Annual Residents Survey)
- User surveys (e.g. Darfield Community and Recreation Centre Quick Survey 2020)
- Early Consultation Survey and Charrette (2020) undertaken as a lead in to development of the 2021-31 LTP.

Focus Group Workshop 2017

In order to more accurately determine expectations, a focus group exercise for community members was undertaken. Feedback from the group informed on current levels of service; areas of deficiency; whether current expenditure was considered high, about right or too low; and improvement suggestions. Feedback was collated on "H Forms" and the service was scored out of 10 (10 being the highest level of satisfaction). Overall, this activity scored 7.3, indicating a moderate to high level of satisfaction with current service.

A summary of opinion from the focus group was:

- Hall Committees doing a good job with support from Council
- Plenty of halls and centres available; possibly too many
- Most need upgrading
- Spending level is about right – some would support an increase

Early Consultation Survey and Charrette 2020

The Council undertook early consultation with the community as an input to the development of the 2021-31 LTP. This included a community charrette and an on-line survey. The key objectives of the pre-consultation was to seek direction on:

- Council's level of service and investment
- Trade-offs
- Ratepayers' willingness to pay

Specific information received on community centres and halls noted that:

- Overall there was a lower willingness to pay for these facilities (negative result indicating Council should spend less)
- Providing community facilities and services was viewed as one of the top five important activities for Council

11.3.5 Customer Satisfaction Ratings

The Council has undertaken an annual satisfaction survey covering a number of service areas including Community Centres and Halls. This provides a reasonable perception of the level of satisfaction with this service by the district community.

The results of this survey over the period 2017 to 2020 are shown in Figure 11-2 below which is based on responses from facility users. The surveys generally indicate a steady level of satisfaction.

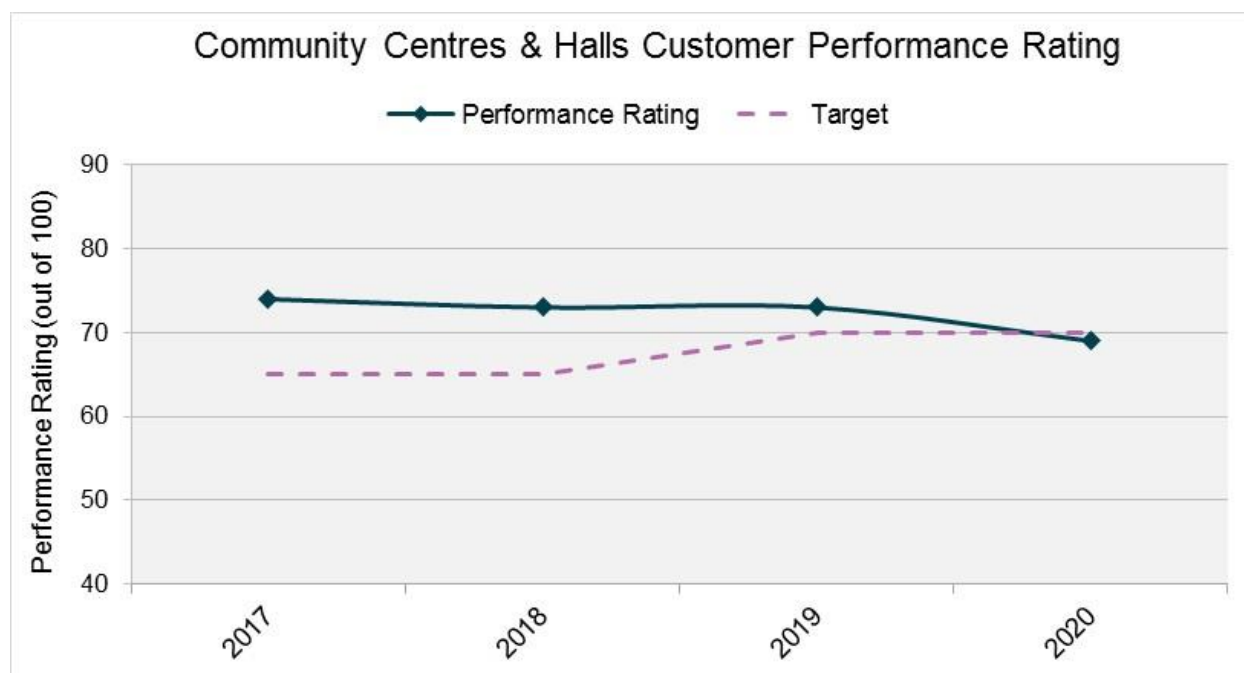


Figure 11-2: Community Centres and Halls Residents Survey Results

11.3.6 Present and Future Levels of Service and Performance

The Council currently supports the provision of Community Centres and Halls through hall advisory committees so that the needs of the district townships and rural areas are met. The Council intends to continue to deliver levels of service in the future that reflect the expectations of the community and wider district in terms of network provision. The levels of service and performance measures for Community Centres and Halls are outlined in

Denotes primary performance measures included in the LTP

Table 11-4.

With the management of community centres and halls six core customer values have been identified for these facilities which reflect key customer expectations. These are:

- Quality
- Customer satisfaction
- Responsiveness
- Quantity
- Availability
- Affordability

The Council intends to measure and monitor the levels of service (detailed below) in the future and this will reflect the expectations of customers. The table below provides a performance framework that will be utilised in measuring and monitoring on-going performance and some measures form part of Council's annual reporting requirements. Note that the measures and performance targets disclosed below have been reviewed and updated by a combined Councillor/staff working group as part of developing the 2021-31 LTP. This has seen some measures related to satisfaction derived from the Annual Residents' Survey removed and new measures related to use (bookings) and income generation included.

Timeframe for Provision of Community Centres and Halls

Community centres and halls form a critical element of community infrastructure provision and it is therefore intended that this service will be provided for the district into the foreseeable future and it will be necessary to maintain and improve the asset network to continue to support this service. Council may consider rationalisation of provision over time as demand changes.

Objective	Planned LOS	Performance Measure	Core Value						Current Performance	Target Performance			Indicative Performance Yrs 4-10
			Quality	Customer Satisfaction	Availability	Quantity	Responsiveness	Affordability		Yr 1	Yr 2	Yr 3	

Community Centres

To support social connections and active lifestyles by providing venues for social, cultural, creative, recreational and education purposes as well as encouraging corporate and private use	Community centres and halls are well promoted and spaces activated	The total bookings (community, corporate and private) of Council community centres and halls, by Ward, increase per annum				X			New measure	≥5%	≥5%	≥5%	≥5%
	Community centres & Halls are affordable to the community	The percentage of Council owned community centres / halls, by Ward, continue to generate revenue meeting or exceeding 20% of operating costs (excluding capital project costs) per annum						X	New measure	75%	≥75%	≥75%	≥75%
	The standard of community centre/hall facilities reflects the community & user expectations	The % satisfaction from annual user surveys for: a) Lincoln Event Centre (LEC) b) Rolleston Community Centre (RCC) c) West Melton Community Centre (WMCC) d) Selwyn Sports Centre (SSC)		X					a) ≥99.3% b) ≥95.6% c) ≥100% d) Not measured	a) ≥90% b) ≥90% c) ≥90% d) ≥90%	a) ≥90% b) ≥90% c) ≥90% d) ≥90%	a) ≥90% b) ≥90% c) ≥90% d) ≥90%	a) ≥90% b) ≥90% c) ≥90% d) ≥90%
	Community centres and halls provide venues for a range of different activities and events and are well used by the community	Total number of visits at LEC, RCC, WMCC, & SSC a) Lincoln Event Centre (LEC) = 60,000 pa b) Rolleston Community Centre (RCC) = 30,000 pa c) West Melton Community Centre (WMCC) = 30,000 pa d) Selwyn Sports Centre (SSC) = 250,000 pa				X			276,575 (LEC, RCC, WMCC)	≥350,000	≥350,000	≥350,000	≥350,000
	Community centres & halls are maintained to a level that ensures service availability & economic sustainability	Percentage of buildings in average condition or below as measured through condition assessments	X						26.7%	<25%	<25%	<25%	<20%

Denotes primary performance measures included in the LTP

Table 11-4: Community Centres and Halls Present & Future LOS

Community Centres and Halls Service Performance Standards

The following table sets out more detailed information on the intended future levels of service defined for Community Centres and Halls. This is used as a general guideline for the performance standards to be applied in the future but each individual facility will be developed to reflect the specific requirements of the locality which may include a specialist purpose.

LOS Value	Larger Townships (6,000+ population)	Mid –size Townships & Surrounding Catchments	Smaller or Remote Localities
Facility Quality & Function	Essential facilities include: indoor sports stadium; room(s) suitable for events/functions; facilities for spectator viewing; multi-use spaces for meetings, gatherings, leisure activities; stage (permanent or mobile); toilets and change facilities; large storage spaces; kitchen to commercial standard; reception area; managers office; sound system; heating & ventilation system; good quality tables/chairs; sealed car park and access paths; high quality landscape treatment. Optional: specialist indoor sports facilities, gymnasium, toilets/change facilities accessed externally May serve as post emergency welfare centre	Essential facilities include: main hall space suitable for events/functions & recreation activities, space(s) for meetings, gatherings, supper or leisure activities, toilets, adequate storage spaces, good quality kitchen facilities, comfortable tables/chairs, adequate heating system, sealed car park and access paths, some landscape treatment. Optional: specialist indoor sports or community facilities attached, stage (permanent or mobile), change facilities, sound system	Essential facilities include: main hall space suitable for events/functions & recreation activities, toilets, some storage spaces, basic kitchen facilities, comfortable tables/chairs, heating provided, gravel car park, hard surface path to access building. Optional: specialist indoor sports or community facilities attached, stage, change facilities, sound system, separate space for meetings, gatherings, supper or leisure activities, landscape treatment
Capacity & Utilisation	1,500 m ² plus, holds 500+ users	400-1,000 m ² , holds 200+ users	100-400 m ² , holds 50+ users
	High level of usage and multitude of different uses from wide catchment	Moderate level of usage and number of different uses from local catchment	Low level of usage, limited uses from local catchment
Accessibility	All weather paths to entrance, formed & sealed car park with spaces for disability parking	All weather paths to entrance, formed & sealed car park with spaces for disability parking	Hard surface path to access building, gravel car park
	Fully compliant with Building Code requirements for disabled access (upgrades undertaken as part of building improvement works)		
Management & Operation	Professionally managed and operated by Council	Some staff support from Council, may have SLA with group to run; potential for multi-mode delivery	Local group may run facility under SLA with Council or full transfer to group
Safety & Security	Meets CPTED principles	May require some modifications to meet CPTED principles	
	Daily safety inspection & after use	Regular safety/security inspection & after use	
	Monitored security system & after hours security patrols	May have security alarm installed	May have security alarm installed
Provision & Distribution	To service townships/catchments with population of 6,000 plus	To service townships with population of 500-6,000	To service smaller localities of less than 500 population
Availability	Available for public use 7 days/week	Available as required via booking or by regular organised users	
Affordability	Generate significant income from use to offset operating costs		Generate moderate income to offset operating costs
Standards & Legal Compliance	Full compliance with Building Act & Code, Fire Regulations and has a Building Warrant of Fitness	Currently compliant with Building Act & Code but may require upgrade to meet Section 112 requirements as part of Building Consent. Has a current Building warrant of Fitness if required	
	Compliance with District Plan & Land & Water Regional Plan/ NRRP requirements		

LOS Value	Larger Townships (6,000+ population)	Mid –size Townships & Surrounding Catchments	Smaller or Remote Localities
Sustainability	Co-location with other community facilities, schools or recreation areas where practicable to optimise provision		Generally stand-alone facilities
	Include green building principles & energy & water conservation where proven by cost benefit analysis	Energy & water conservation considered as part of improvements	
Health & Hygiene	Cleaning contract in place	Paid caretaker or cleaning contract	Caretaker or volunteers provide cleaning service
	Toilets cleaned daily	Toilets cleaned on regular basis and after facility use	

Table 11-5: Community Centres and Halls Service Standards

11.3.7 Asset Performance

The service standard provided to users is determined, to a significant extent, by the quality and location of the assets employed. This section explains these aspects of asset performance. Reliability (frequency of faults) is also a performance factor, but since it is determined by the maintenance and renewal plans, reliability is covered in the lifecycle management section under operations and maintenance, for each facility.

Historical Level of Service Performance

Specific performance related to level of service targets is disclosed below. Note that in some cases there are new measures in place that have no historical performance and others have been recently introduced and have limited historical performance.

Performance Measures	2019	2020
User Satisfaction with LEC, RCC & WMCC (combined)	95.80%	98.30%
Target	>90%	>90%
No. visits p.a.	288,318	276,575
Target	>150,000	>150,000

Table 11-6: Satisfaction & Number of Visits LOS Historical Performance

The graph below shows the historical information related to building condition. It is noted that the number of buildings in average condition has increased in 2020 and this is likely to be a result of more detailed assessments being undertaken that have identified a greater range of asset components in average condition or lower.

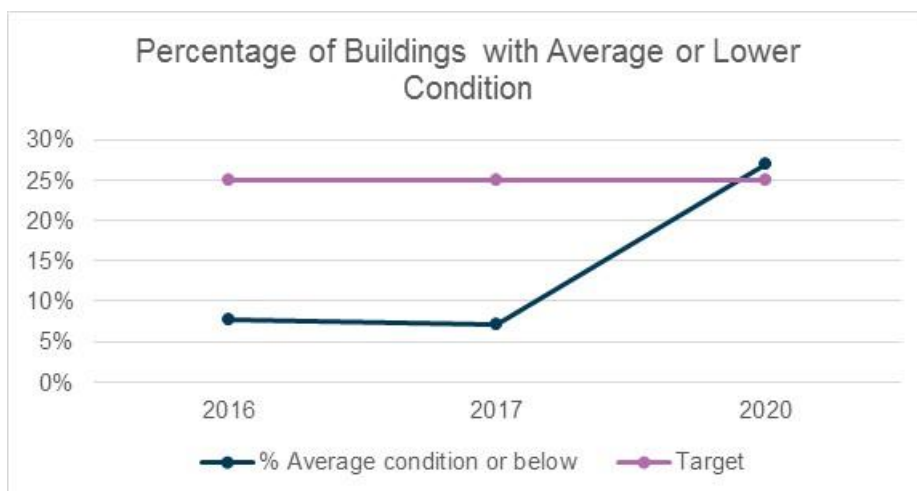


Figure 11-3: Community Centre and Hall Buildings in Average Condition or Below

Performance Assessment

A performance assessment utilising a Property Quality System (PQS) was undertaken on Community Centres and Halls in 2017 and updated for 2020 where information has changed. The following attributes were used to assess performance, with each factor being scored and a criticality weighting applied based on the significance of the attribute.

- Legal Compliance
- Accessibility
- Building Performance
- Affordability
- Heritage Conservation
- Health & Hygiene
- Safety & Security
- Availability
- Utilisation
- Seismic Strength
- Quality
- Building Functionality
- Condition
- Environmental Protection

Figure 11- below provides a summary of the results showing the level of performance against each attribute. The target level of service for all attributes is set at 5 with some factors falling below the target.



Figure 11-4: Community Centres and Halls Performance Summary by Attribute

The areas of concern are factors that have a high criticality and low performance scores. Factors of greatest concern are: health and hygiene, seismic strength, utilisation, condition and affordability. Health and hygiene covers compliance with drinking water standards, effluent systems and the presence of asbestos. Seismic strength is the percentage compliance with NBS derived from Detailed Seismic Assessments (DSA) and subsequent seismic strengthening works undertaken. Utilisation measures the extent to which the facility is used based on its capacity, availability and usage frequency, time and numbers. Affordability measures financial performance of the facility by considering the level of revenue received from users and the operating costs and is closely tied to utilisation. Condition is the overall condition of asset components derived from building surveys based on standard assessment criteria.

The graph below sets out the overall percentage of possible PQS scores achieved by each facility. An indicative target score of 75% or above is the expected performance level to be attained. This provides an indication of the relative performance of each hall and signals those facilities that have issues needing attention. As would be expected, in most cases, the older buildings and those with low or very low use tend to have lower scores.

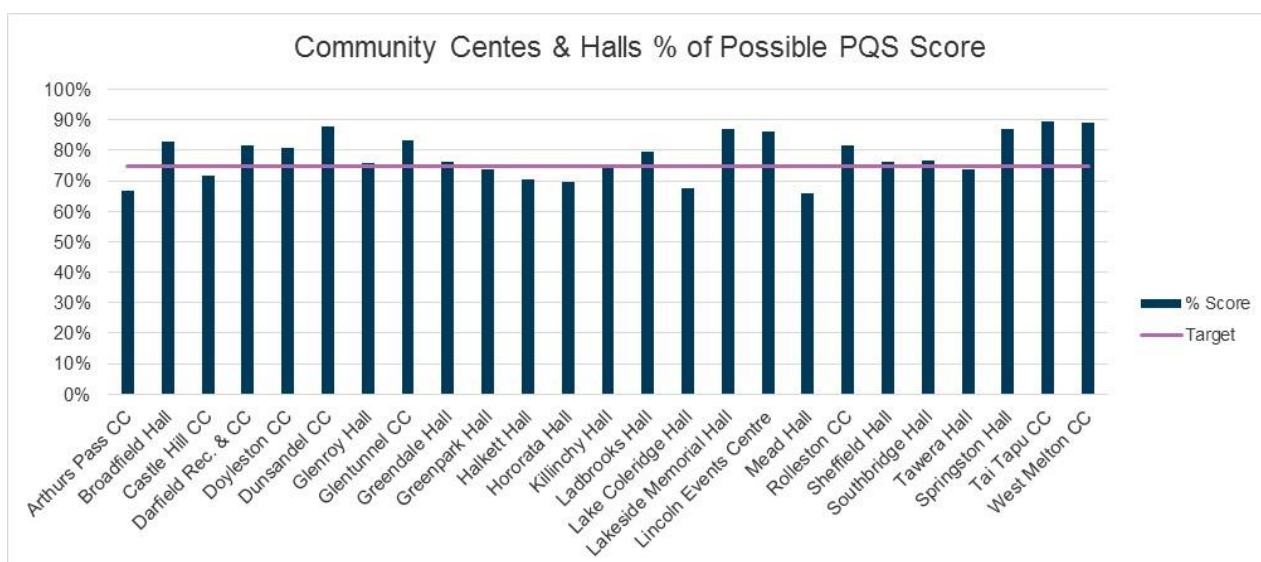


Figure 11-5: Community Centres and Halls Performance Summary by Facility

Summary Analysis of Performance Issues

Issues around facility performance are discussed against each of the performance factors which have not achieved the target level of service.

Legal Compliance – This primarily relates to compliance with Building Regulation requirements such as having a current Building Warrants of Fitness (BWOFF) where needed. Inspections and compliance actions are now managed directly by Council and there are only a few areas where information is unclear.

Affordability – The majority of facilities (72%) meet the revenue target of 20% of annual routine operating costs and many exceed this by some margin. However there are facilities where no revenue appears to be generated and/or received by Council (Halkett CC, Castle Hill CC, Sheffield Hall). There are also a few facilities that generate very little income to offset operating expenses (Doyleston, Greendale, and Lake Coleridge).

Utilisation – Utilisation is strongly related to catchment size and demographic type (e.g. large town compared with isolated rural community) and the quality of the facility. It is also dependent on the types of space available and the level of promotion to potential users. 40% of facilities have a usage level of low or very low. Council has put in place some measures to increase use of facilities where this is practical and includes staff support for programming and centralised booking and promotion.

Accessibility – This factor considered extent of access for disabled persons to the building, car parking and toilets. Many of the buildings are old and as such they predate the requirements for disabled access and they are only required to be provided when a building is modified. As such any deficiencies will be addressed over time through renewal or upgrading programmes. An accessibility audit is planned for 2021/22 to understand where there are existing barriers to access.

Building Performance – The frequency that building issues such as leaks, asset failures or break-downs occur is measured. Increased frequency of issues can be related to poor asset condition. The worst areas noted were leaks, plumbing and electrical issues. Closer attention to the implementation of renewals and planned maintenance programmes will lift performance in this area. There are some buildings that have had on-going building performance issues due to design or build quality issues. This has included:

- Greenpark Memorial Community Centre – moisture in cavities due to poor ventilation causing damage to internal linings (being dealt with under building warranty).
- Lincoln Events Centre – moisture intrusion from roof and poor performance of HVAC (HVAC being replaced; roof sealed)
- Rolleston Community Centre – moisture intrusion from poor roof installation and various perforations (on-going budget for roof repairs/sealing)

Safety & Security – This item measured whether facilities were alarmed and patrolled, had security lighting, vandalism levels and whether they have a health and safety plan. Vandalism levels particularly in rural areas were very low and most deficiencies recorded were related to lack of security lighting and a health and safety plan.

Health & Hygiene – Water and waste water disposal was considered together with the management of these functions where they were not connected to a reticulated supply. This factor also covers the presence of asbestos and the risk level associated with that. There are a number of facilities with septic tanks and these are all now regularly serviced. Many halls are now connected to a reticulated water supply but still a few rely on bore supplies. These are required to meet the NZDWS and filtration and regular testing regimes are required. From 2021/22 additional budgets have been provided for installation of filtration systems and to implement the required testing regime.

Availability – This item looked at the frequency that the facility is not available due to asset failure such as blocked toilets. Few facilities had problems in this area although Greenpark Memorial Hall has been unusable because of moisture issues from lack of ventilation. The effluent system at Dunsandel Community Centre had some teething issues when installed but this has now been rectified. Improvement in this area will incrementally occur through implementation of the renewal and rebuild programmes.

Seismic Strength – This measure considers the relative seismic strength (% NBS) of buildings assessed via DSAs. Council has undertaken a strengthening programme over recent years with work completed on Sheffield Hall, Ladbrooks Hall, Springston Hall, Greendale Hall and part of Rolleston Community Centre. One other building, Mead Hall, has been identified as earthquake prone (<34% NBS) and strengthening work is planned in 2021/22. A number of other key buildings have a relatively low level of seismic performance and are considered as earthquake risk (Rolleston CC at 40% NBS and Lincoln Event Centre at 35% NBS). A plan for strengthening Rolleston CC has been developed and may be implemented as part of future re-purposing work. A plan for strengthening Lincoln Events Centre is yet to be developed.

Building Quality – This factor measures the extent to which quality standards of facilities are likely to meet user expectations. Facilities where there were a number of quality issues evident include: Hororata Hall, Mead Hall, Sheffield Hall, Lake Coleridge Community Hall and Halkett Hall & Community Centre. These tend to be the older buildings where maintenance or upgrading work is planned. Some have a legacy of deferred maintenance as a result of management committees not funding or carry out required works. This situation should not occur in the future as buildings are maintained directly by Council staff.

Condition – A detailed condition inspection of all buildings was undertaken in 2020. This indicates that six buildings are in average condition. One building, Brookside Hall, is in very poor condition but this is not used as an operational facility within the network. Remedial work via maintenance and renewal programmes is expected to improve overall condition and one un-used building (Halkett Hall) may be demolished during the plan period.

Building Functionality – This factor measures the extent to which the building is fit-for-purpose and identified any deficiencies that prevent the facility from operating to its full potential. Facilities that scored lower in this area include:

- Hororata Hall (old and cold) - planned for replacement in 2023/24;
- Lake Coleridge Hall (aging and tired) - over \$140,000 planned to be spent on renewals and cyclical maintenance over the next 10 years;
- Mead Hall (kitchen and toilets inadequate) – upgrade as part of strengthening work in 2021/22;
- Killinchy Hall (aging and cold) – heating upgrade in 2021/22 and \$60,000 in building maintenance and renewal works over 10 year period;
- Castle Hill Community Centre (kitchen and hall capacity) – extension planned for 2020/21 (current financial year) subject to confirmation of scope of works.

11.3.8 Level of Service Issues and Gaps

A number of levels of service issues are evident relating to Community Centres and Halls. The issues identified and Council's response to resolving issues or addressing gaps is described in the following table.

LOS Issues/Gaps	SDC Response	Timing
Changing population distribution and growth mean some halls are poorly used and others in high demand where peak use is not adequately met	<ul style="list-style-type: none"> Apply direction from Community Centres, Halls and Libraries Network Plan to consider future of some facilities Provide new or upgraded facilities in areas where demand is present 	<ul style="list-style-type: none"> Rolleston Community centre utilisation for alternative purposes (performing arts) when Library space vacated in 2021. New community centre planned for Prebbleton in 2025-26 New facility to replace the Hororata Hall in 2023-24 New facility for Leeston in 2023-24 with various site options considered
Changing community needs mean some halls have low utilisation whilst others are at full capacity	<ul style="list-style-type: none"> Provide programming and staff support at more facilities Centralised booking and promotion of facilities Consider additional space in Rolleston 	<ul style="list-style-type: none"> Extra programming/support from 2021/22 Booking system in place and being progressively rolled out Utilisation of facilities in Rolleston will be monitored as new facilities open from 2021 (Selwyn Sports centre, Te Ara Ātea) May consider full re-purpose of Rolleston Community Centre in the future to meet performing arts needs
The quality of some facilities is below the standard expected by users and contributes to low use	<ul style="list-style-type: none"> Develop improvement programmes for some facilities Assist committees with finding additional funds for works 	<ul style="list-style-type: none"> Building extension programmed for Castle Hill Community Centre in 2020-21 to address capacity and quality issues Other minor building improvements programmed for Arthurs Pass Community Centre, Darfield Community Centre and Glenroy, Killinchy, and Mead Hall
Some buildings are identified as earthquake prone or earthquake risk	<ul style="list-style-type: none"> Undertake seismic strengthening as required. Consider strengthening as part of future building works 	<ul style="list-style-type: none"> Mead Hall planned for strengthening work in 2021/22 Rolleston CC may be seismically upgraded in the future as part of re-purpose work

Table 11-7: Community Centres and Halls LOS Issues/Gaps

11.3.9 Changes in Levels of Service

The major change in level of service relates to how the facilities will be managed and operated in the future with a move towards more direct support and delivery from Council. This will see a transfer of responsibilities for some facilities to Council plus additional support in place for programme delivery, bookings, promotion and caretaking activities.

A significant change in level of service that will become operational from 2021 is the new Selwyn Sports Centre that provides a multi-purpose indoor sports venue catering for large scale use, a diversity of activities and an improved experience for users in terms of quality and comfort.

Other aspects of proposed changes to levels of service as noted in the Community Centres, Halls and Libraries Network Plan include:

- Delivery and provision on a network basis and within geographic clusters to provide a more cohesive service.
- Consolidate spaces within a geographical area (cluster), or introduce new provision to address an identified gap.
- A focus on a smaller number of quality and fit-for-purpose facilities which may mean retirement of some facilities where use is low and they are no longer supported or valued by communities.
- A move towards a mix of provision within the Network in terms of single-use and multi-use spaces; specialist spaces for crafts, arts, active recreation, education, health and well-being, as well as general purpose spaces for meetings and public assembly.

- Allowing for the devolution of ownership of Council owned community facilities to community-led organisations when this is assessed as best value for the community and Council. This may see the management and/or ownership of some facilities transferred to alternative community groups or operated under service level agreements.
- Supporting mixed-mode delivery within the Network (Council programmes, vessel for hire, community initiative programmes and casual use), by increasing access opportunities for different groups to operate from facilities with different pricing structures and use models.
- Rebalancing the Network through fewer new builds of generic community space and more special purpose spaces targeted at particular specialised needs or specific age-groups.

11.4 Growth and Demand

This section covers the growth and demand implications for the provision of community centres and halls in the district. This includes an assessment of the demand influences and how these will impact on the future provision as well as requirements to expand the network to meet the desired level of service.

11.4.1 Demand Influences and Impacts

- On-going population growth in the district
- Increasing public expectations for higher quality facilities
- Functionality of existing facilities
- Changes in demand for recreation activities
- Affordability
- Provision by other agencies or organisations

These items are further described below.

Population Growth and Demographic Change

Selwyn District's population is predicted to continually increase over the planning period, similar to that experienced over the past ten years, with concentration in growth occurring in the areas allocated growth through the Canterbury Regional Policy Statements, the Urban Development Strategy (UDS) and Our Space 2018-2048: Greater Christchurch Settlement Pattern and translated into the Selwyn Growth Model. Growth will be focused in Rolleston and the Eastern Selwyn area, with moderate rates elsewhere. Some more remote communities will only experience limited growth. The influencing factors of population growth are described fully in Chapter 4, Managing Growth.

The predicted (as per Selwyn Growth Model) population changes over the planning period for Selwyn's main population centres are shown in Table 11-8 below.

Population	2021	2025	2030	Ave. % pa
Rolleston	19,720	22,862	26,760	3.6
Lincoln	7,783	9,206	10,337	3.3
Prebbleton	4,977	5,916	6,773	3.6
West Melton	2,420	2,722	2,668	1.0
Leeston	2,592	2,775	2,861	1.0
Darfield	3,374	3,689	4,033	2.0
Kirwee	999	1,045	1,055	0.6
Southbridge	983	1,052	1,109	1.3

Table 11-8: Predicted population change within main town centres

As larger population centres expand there will be increasing pressure to provide or expand community centres and halls to cater for growth needs. Council has invested in a large number of facilities in recent years to meet both current and predicted capacity requirements from population growth. This has included new facilities at Tai Tapu, West Melton, Dunsandel, Greenpark and Lakeside plus the indoor sports complex at Rolleston (Selwyn Sports Centre) opening in 2021. Te Ara Ātea will also be opening in 2021 and provides a multi-function community space that will help to meet growth requirements and provide an anchor facility for Rolleston Town Centre.

The demographic of the population nationally is also changing with the general ageing of the population being the most important trend. The predicted demographic change to a higher proportion of the district population in the older age groups may cause a change in how facilities are utilised over time. It is however, likely that the populations in the higher growth areas especially Rolleston, Lincoln and Prebbleton will continue to have a generally younger population than the remainder of the district over the 10 year planning horizon.

Increasing Public Expectations

There has been an increasing level of urbanisation in parts of the District where areas such as Prebbleton, Lincoln and Rolleston have become satellite communities of the greater Christchurch area with people enjoying a rural lifestyle and commuting to the city for work. This has resulted in increased community expectations for a greater level of provision and improved levels of service.

The Community Centres, Halls and Libraries Network Plan provides clarity in terms of the recommended provision of facilities in the District.

Functionality of Facilities

Existing facilities are largely built around large old halls with a supper room and ancillary facilities. A number of these have added other spaces such as play centres, rifle range and meeting rooms. Facilities need to have a variety of spaces of differing sizes and functionality to enable facilities to meet the needs of a wide range of groups. A multi-use approach is required to ensure space is used efficiently and effectively. There is also a need to provide some more specialist facilities to meet specific needs and complement the overall provision within the network.

Changes in Recreation Demand

Participation in recreation and leisure pursuits can impact on asset requirements for community centres and halls. Changes in demand may be driven by demographic or societal variations that are predicted to occur, which may affect how people choose to participate in recreation activities. Recognised changes include:

- An increased focus on the benefits of physical activity to counter obesity and associated illness, and popularity of indoor fitness or group aerobic exercise type classes (e.g. Zumba, Pilates, yoga) that are able to be accommodated in the district's community centres and halls.
- A move beyond the position of solely providing the facilities for sport and recreation, to taking an active role in leading the promotion of health and wellbeing within the community. E.g. through the organising of various events, running physical activity programmes, and building relationships with other agencies.
- A move towards other forms of recreation (e.g. dance, aerobics) that are more flexible, compared with participation in organised sport, e.g. activities that cater more to an individual's preferences, or 'pay for play'.
- A preference for centralised facilities or 'sports hubbing', versus single-use facilities.
- An increasing preference and demand for sport being played indoors and away from elements of weather (e.g. netball), as well as an increase in variations on traditional sports formats that are suited to indoors and being played year round (e.g. Futsal, 3 on 3 Basketball, Fast Five Netball).

Affordability

Due to the age and size of the facilities a number have become increasingly expensive to operate and maintain. Maintenance and renewal programmes have been developed for each facility over the 10 year planning period.

A review of the provision of community centres and halls has been undertaken on a catchment wide basis as part of the Community Centres, Halls and Libraries Network Plan. The plan notes that some rationalisation may be needed in the future if use remains low and the facilities are no longer fit-for-purpose or meeting the needs of communities. Although no facilities are identified for retirement over the next 10 years this situation will be reviewed on an on-going basis.

Provision by Other Agencies

There are many other agencies that provide halls and community facilities such as schools, churches and sports clubs that deliver a similar service. A large number of schools hire out their school hall for community use however this is restricted to outside school hours. Church halls are generally available to the community for use however church activities remained the priority.

It remains important for Council to work co-operatively with other organisations to ensure all facilities available to the public are used efficiently and services are not unnecessarily duplicated. Needs assessments are undertaken by Council when new or facility upgrades are proposed to fully understand the demand requirements in communities including demand met by other providers.

11.4.2 Asset Capacity

District Utilisation

An assessment of the utilisation of individual Community Centres and Halls has been included in the summary tables of individual facilities in Section 11.5.8. The information below provides an overview of utilisation across the District. Figure 11- shows a summary of the number of facilities in each utilisation category based on current information on usage. This shows that these facilities have considerable spare capacity with few facilities achieving high or very high utilisation (>70%). The only facilities attaining a very high level of use (>70%) are Lincoln Events Centre and Rolleston Community Centre. 52% of halls receive high to moderate use (30% - 69% utilisation) and 40% have less than 30% utilisation (low or very low use).

Generally there is a noticeable correlation between the level of use and the quality of the facilities provided. Many of the newer or upgraded facilities attain a higher level of use compared to those that are older and of poorer quality.

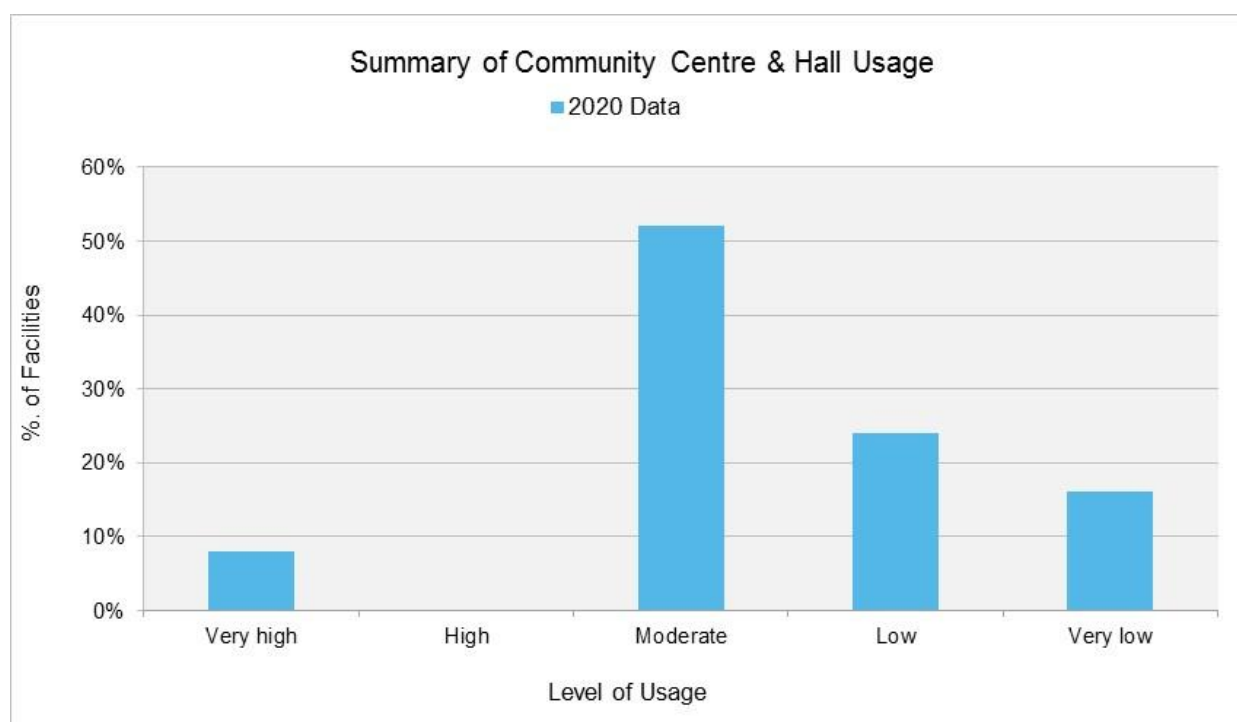


Figure 11-6: Community Centres and Halls Utilisation

Both Lincoln Events Centre and Rolleston Community Centre continue to have very high levels of use. The levels of use at both West Melton Community and Recreation Centre and Tai Tapu Community Centre have also steadily increased since they were rebuilt. The impact on these existing facilities from the new facilities in Rolleston opening in 2021 that have a district wide function will be monitored over the next few years. This will help to determine future investment decisions for upgrading or developing new facilities.

Fluctuations in the level can be evident in smaller facilities where a large / regular booking is either gained or lost, for example a significant increase in utilisation is noted at Mead Hall with this facility now being regularly used by a number of church groups.

Council is cognisant of the danger of placing too great an emphasis on utilisation, as Community Centres and Halls provide a strong social function and provide a focal point for community activity and social interaction, particularly in remote rural communities. They also are an efficient mechanism for meeting the needs of small clubs and groups for a meeting or activity space and avoid the proliferation of small community buildings on reserves.

11.4.3 Forecast Community Centre and Hall Requirements

Community and wider public demand for Community Centres and Halls is expected to continue into the future and will be influenced by population growth (as per 11.4.1), the quality of the facility and specific requirements for local communities and the wider network. Work undertaken through the Network Plan has provided a planning framework to ensure sufficient local facilities, hubs and keystone facilities are provided across the district.

Population growth is increasing demand on parts of the SDC network whilst some areas of the network are stable or experiencing declining demand.

As identified in Section 11.4.2 above, there is currently considerable capacity in the network with only two facilities achieving a high level of utilisation. With the Network Plan in place, a framework for investment decision making will guide future facility provision. This approach has been implemented in order to address current location and distribution of facilities, their catchment and patterns of future growth in the District.

There is likely to be demand for more specialist facilities that may cater for specific uses or niche markets. An example is the proposal for a centre for gymnastics in the district. This sport has been growing (60% participation increase in the last 5 years) and a locally based club, Affinity Gymnastic Academy is looking for new premises. This may ultimately lead to a partnership with Council.

Assessment of Future Provision

Areas that have been identified to meet potential growth and demand requirements over the 10 year period until 2030/31 are:

Rolleston – The Rolleston Town Centre Master Plan identified a proposal to provide a new community / cultural / technology centre in conjunction with a new library located centrally within the new town centre. This building (Te Ara Ātea) was funded as part of the 2018-28 Long Term Plan and is currently under construction and will be opening in 2021. This is multi-purpose facility that will provide a number of community spaces that will help to meet both current and projected demand.

As part of a longer term solution to cater for a range of sporting needs for the township and wider district, a new indoor / covered multi-sports court facility is being built. This is located at Foster Park, within the south west growth area of the town, where it will be well located with other major community facilities. Demand for a multi-court indoor sport stadium was identified in the Canterbury Spaces and Places Plan – 2017 which identified the need for an indoor multi-court venue as a ‘high priority’ to improve the current network of indoor sporting facilities within the Selwyn area. Facilities include: 8 indoor sports courts, reception / management area, kitchen facilities, covered concourse, changing rooms, public toilets, storage capacity, meeting spaces and an indoor exercise track.

It is expected that this facility, along with existing indoor court space at Lincoln and West Melton, will meet the demand for indoor sports space over the 10 year planning period and no further indoor court space is planned.

It is anticipated that once the new indoor court facility is completed at Foster Park, the future use of the Rolleston Community Centre (RCC) will need to be re-focused. It is anticipated that the indoor sport activities and Council delivered recreation programmes currently undertaken at RCC will transfer to the new indoor court complex. Similarly it is expected that the new Library/Community Facility (Te Ara Ātea) will also provide space for a range of community activities that include activities already undertaken in the

RCC. The community centre will continue to provide space for some existing community uses that may not be accommodated at the new indoor court venue or at Te Ara Ātea.

In order to develop an initial understanding of the future use potential for RCC a report, *'Rolleston Community Centre Future Use Assessment'*, was prepared by independent consultants. The aim of the assessment was:

"To consider how the Rolleston Community Centre facility will function in the future and what activities it will accommodate once the other new facilities planned for Rolleston are operational."

In summary, the research undertaken revealed a priority need for:

- Additional space for community, arts and non-active recreation activities.
- Continuation of a Community Centre with capacity to meet the various needs of groups within the community who will not have their needs met by new facilities.
- Provision of a flexible facility that will provide a range of activity and multi-mode activity including the arts, crafts as well as space for community-based non-active forms of recreation.
- A space focused on the arts. This would encompass purpose-built spaces for the arts in which spaces are fully designed for and fitted out to meet the needs of the particular arts activities proposed.

Some work was undertaken to understand the cost of re-purposing RCC to an art focused facility (including space for performing arts). This also included the cost of a seismic upgrade. At this point Council has decided to leave the building in its current configuration apart from undertaking work to refurbish the former library space (once library operations move to Te Ara Ātea). This will provide time to fully gauge the impact of the new facilities on demand for community space but will allow for activities such as performing arts to utilise spare space at RCC (to ascertain how this will work alongside other residual uses).

A budget has been provided in 2020/21 of around \$500,000 to reconfigure the library space that adjoins the Rolleston Community Centre (once vacated) so that this can be used for community activities and part may also be utilised for library book storage.

It is likely, based on population projections, that an additional community centre facility will be required to service Rolleston as it grows. There may be an opportunity to work with the Ministry of Education on a combined facility when the second high school at Rolleston is planned.

Prebbleton – A project to build a new community centre in Prebbleton was included and consulted on in the 2018-28 LTP but was deferred following some needs assessment work which concluded that:

- There was high degree of uncertainty over the shape of future development of the Prebbleton urban area
- There is some (but limited) spare capacity within existing community facilities
- Some demand for a new facility was expressed by the community but this was not pressing
- There was uncertainty around the future of the existing Prebbleton Public Hall
- The location possibilities were limited and further information was needed to fully understand the feasibility of options

The demand for a new facility to service Prebbleton is now clearer given the level of population growth and with the existing public hall being earthquake-prone and nearing the end of its life. This hall, which isn't owned by the Council, has served as a focal point for community activities for many years.

This project has now been reconsidered for the 2021-31 LTP and is proposed as a community facility that can be used by all, for a range of different functions, with a clear intergenerational focus, and the inclusion of some specialised spaces. The building would be around 680 m² in area and would be built to IL4 standard to provide an alternative civil emergency operations centre for the district. The most likely site for the facility would be on Prebbleton Reserve to strengthen this site as a community hub. Some further information is still required to understand the exact needs and the best site. To allow time to confirm this, it is proposed to build the new community centre in 2025/26 and a budget of \$5.67 million has been set aside for this project

Hororata Hall – The Hall is of considerable age, in average condition (becoming increasingly expensive to maintain), with only moderate to low use. The Hall also incurred some moderate earthquake damage and it is now known that structural upgrade costs will be very expensive. The hall is a listed heritage building in the District Plan. A decision on the future of the Hall has been integrated with wider community planning work being carried out.

A feasibility study prepared by the Hororata Trust was presented to Council in December 2017 which identified a preferred option to build a new facility located on the Reserve, to increase the usability of the reserve and create a 'fit for purpose' community and event space.

The planning process, as it has evolved, has considered a number of options for the future provision of facilities to service local need including: restoring and adding to the hall on its current site, restoring and relocating the hall on to the reserve, building a new multi-purpose facility on the reserve.

The preferred option is to build a new purpose-built facility to be located on the reserve. It will provide community space, support recreational use of the reserve and create a focal point for the local community. When the new facility is built, the Council would not continue to support the existing hall and this may be transferred to the local heritage group. The new facility will not be as large as previously proposed, considering the size of population in this area, the low use of the existing hall, and proximity to other Council-owned facilities, such as Glentunnel Hall. A budget of \$3 million is allocated for this project in 2023/24 and is dependent on a significant funding contribution from community fund-raising (\$2 million).

Leeston – Leeston is the only significant town within Selwyn without a Council owned hall or community centre (although the Leeston Rugby Clubrooms, to an extent, have served this purpose in the past) and which also has a growing population. The provision of a dedicated community facility for Leeston was indicated in the 'Selwyn Community Centres, Halls and Community Libraries Network Plan':

"Consider a new multi-purpose community facility to service Leeston including a Library, community and cultural centre, catering for up to 200 people that is located where it can be a vibrant community hub, in line with needs assessment findings."

A consultant was engaged in 2019 to carry out a needs assessment to define the outline form, function and rough order costs of a new facility for Leeston as well as the preferred location. This included an assessment of other community space providers and an examination of demand for access to community space for a range of recreation and community activities. The key findings the recommendations proposed at the conclusion of this study were:

- Build a new community space that incorporates modern design for flexibility and multi-purpose use. A new facility should not replicate or replace activities already undertaken in existing facilities but provide extra space to meet gaps in provision and to cater for future demand.
- The new facility should be located at Leeston Park.
- The new facility should include an arts and culture element that creates a point of difference and connection with the cultural uniqueness of the locality.
- Consider this community space as the 'community heart' that promotes the development of a community, sport and recreation hub centered at Leeston Park.

In later-2019 issues relating to the weather tightness and seismic strength of the existing Leeston Library and Medical Centre became evident with a Detailed Engineering Assessment indicating the building was earthquake prone. The costs for remedial work were significant (\$2.4 million). Given the situation where significant capital investment is needed and Council was already considering the development of a new community facility to service Leeston there was an opportunity to explore options for an integrated approach to future provision of community facilities for this locality.

Council has now provided direction on a project for community facility provision for Leeston and the preferred option involves the construction of a combined community centre library facility. The library space would be around 600m² with adjacent community spaces. Key aspirational aspects of the project include:

- A facility combining library (arts, culture and lifelong learning services), Council service centre and community recreation and meeting spaces creating a vibrant community hub for Leeston. The mix of uses and spaces needs to reflect the network requirements and create a point of difference.

- Preference for a central location for the community facility which is accessible and has a presence in the township and a location where community activity is already present and can be built on would help to create a community focal point for Leeston. Leeston Park was the preferred location in the needs assessment work and offers the potential for connecting both indoor and outdoor activities.
- The notion of creating a community focal point needs to embody 'Community Development' and be located 'Where the People Are', as well as being accessible, well designed and equipped, incorporating art plus be social and activated to cater for the spectrum of community users.
- The community facility and spaces need to reflect their surrounding community and the cultures within it. There is an opportunity to recognize and connect to the cultural narrative of the locality especially in terms of the proximity to Te Waihora and Te Taumutu Marae (Te Pā o Moki). This could be by way of design elements, stories, displays and outreach cultural activities.
- Acknowledgement of and, where appropriate, integration with other existing community buildings is an important consideration. This is in terms of ensuring the use of existing facilities is not undermined and that, where new facilities are positioned in close proximity to existing buildings, they are complementary and suitably linked.
- Where facility sites are adjacent to heritage items/buildings there is the potential to enhance and showcase the heritage values and increase community appreciation and utilisation.
- Consideration should be given to how the site options for the community facility could be better connected to the commercial part of the town to help support business activity.
- Options for provision of indoor court space to service local community demand should be incorporated.

A budget of \$4.3 million is provided for the community centre component of the project out of a total budget of \$8.6 million for the combined facility with the project planned for completion in 2024/25.

Darfield – The Darfield Recreation and Community Centre which was built in the 1980s will be in need of a major upgrade at some point in the future. Currently the facility has a moderate level of use and there is an opportunity to promote and activate utilisation with support via district wide programming resources. The facility is connected to the squash club (separately owned by the club) and the Darfield Rugby Club premises and forms part of a community and recreation hub for Darfield.

Darfield is projected to have a reasonable level of population growth over the 10 year planning period (around 2% per annum) and this will see further demand placed on community and recreation facilities. The idea of a full sized indoor court space has been suggested in the local community but, at this stage, there are no plans to provide a facility of this type. With the Selwyn Sports Centre opening in 2021 there will be an opportunity to gauge the impact of this new facility on indoor court space demand across the district including Darfield and this will help to inform decision making on this matter going forward.

11.4.4 Demand Management

The Council needs to consider how it intends to manage the demand for Community Centres and Halls through other mechanisms rather than asset related solutions. In particular the Council must consider how it can deliver this activity in a manner that promotes sustainable long term management of assets. It should be noted that in many cases the level of utilisation suggests that Council should focus on ways of increasing or stimulating demand in order to get more value from the investment in community centres and halls.

Council completed the Community Centres and Halls Strategic Plan in 2013 that recommended the provision of community facilities through a 'cluster' approach. This model has been continued in the refreshed plan in 2020. Each cluster is intended to have a number of 'Local Facilities'. These are Community Centres and Halls currently servicing their local communities of interest. In addition, each cluster has a 'Hub' facility that is more focused on supporting, sharing services and linking programmes within the cluster. The third type of facility is the 'Keystone' facility which is intended to be a highly developed urban focussed community centre. A fourth type has been introduced which is the 'Specialist' facility which recognises the need to have a different mix of facilities within the network some of which are targeted to specialist use such as the Selwyn Sports Centre. The cluster approach is aimed at enabling facilities within each cluster to share knowledge and resources and to work collaboratively to produce improved services to communities. See Figure 11-1 for further description of Selwyn's community facilities network.

Alongside the 'cluster' approach a number of options are available to manage demand of Community Centres and Halls. This includes:

- Identifying opportunities for partnerships with the private sector or other agencies for Community Centre and Hall provision (schools, churches, recreational facilities, other halls) to consolidate facility provision
- Conversely Council may decide to promote Community Centres and Halls where these are under-utilised
- Applying user charge mechanisms to generate income that may also spread use more evenly and encourage use at off-peak periods and consequently reduce demand

In order to ensure that demand for additional Community Centres and Halls are managed to optimise sustainability and capital investment the following approach is taken:

- Where practicable, provide new Community Centres and Halls in combination with another activity to reduce duplication of public facilities and create vibrant community hubs
- In the first instance, explore opportunities for partnership with other agencies where this is viable and a genuine need has been established
- Before confirming Council provision of a new facility, genuine need must be demonstrated and all other opportunities to meet the need exhausted
- Consult with the community to confirm a willingness to pay based on a funding plan approved by Council that ensures costs are shared equitably between the current community, facility users and future beneficiaries of the facility

11.4.5 Meeting Demand through Asset Growth

Demand for additional or improved Community Centres and Halls will continue as townships and rural communities grow and there will be a need for Council to develop new, extended or refurbished facilities. The following table summarises new asset requirements:

Asset Growth Requirement	Project Timing and Cost
Reconfigure former library space adjacent to Rolleston Community Centre to provide additional community space	2021-22 - \$543,600 (likely carry forward from 2020/21)
New community facility for Leeston (as part of combined project with library replacement) to meet service gap	2023-24 - \$4,287,250
New community centre for Prebbleton to meet growth and improve service	2025-26 – \$5,678,680
New community centre for Hororata to create community focal point and support recreation and event use of the reserve	2023-24 - \$2,853,454
Extend Castle Hill Community Centre to meet demand for additional space	2021-22 - \$221,000 (likely carry forward from 2020/21)

Table 11-9: Community Centre & Halls Asset Growth Requirements

11.5 Managing Assets

This section explains how Community Centre and Hall assets are managed and operational service delivered. It also covers the strategies employed for managing the assets and identifies maintenance, renewal, new asset and disposal programmes.

11.5.1 Management Strategy

The operation and management of Community Centres and Halls has previously been delegated to local management committees. These groups have represented the community of interest associated with each facility and the community and the model has worked well for many years. However as management requirements have become more complex and onerous and as new facilities have been added to the network this model has become less sustainable. The committee management model poses risks in terms of health and safety compliance, financial management, asset management and ensuring facilities are well-used.

The model is currently under review and this is likely to result in more facilities under direct Council management or with a higher level of staff support. The Community Centres, Halls and Libraries Network Plan also proposes the possibility of transfer of management and/or ownership to local community groups where this is practical. This approach is intended to deliver a more professional service where this is expected by users but allows for some facilities to continue to have local input and stewardship.

Currently Council staff provide strategic overview and technical support in areas such as asset management planning, project delivery and management of hall accounts. The budget programmes from 2021/22 also provide for a greater level of Council support for programming, promotion/advertising and caretaking services especially in some local facilities. Around 15 facilities now have direct Council management/support as noted in Section 11-1.

In general terms the management focus for community centres and halls assets will be in accordance with the direction outlined in the Community Centres, Halls and Libraries Network Plan. This is summarised as follows:

1. Council continues to develop its network of modern fit for purpose community facilities with a particular emphasis on direct service delivery at its *keystone* sites
2. Council continues to increase investment in its capability to support the extension of its *keystone* facility-based programmes, events and services out into the various *hub* and *local* facilities in the Network
3. Council, based on sound feasibility and evidence of community need, invests strategically in new and upgraded Community Facilities with the following considerations:
 - a. provide opportunities for community organisations willing to work with Council in partnership that lead to high levels of community activation and sustainable best practice asset management.
 - b. add specialised activity spaces into the network
 - c. add complementary activity spaces (within a particular geographical area, cluster) that reflect community demand
 - d. consolidate spaces within a geographical area (cluster), or introduce new provision to address an identified gap
 - e. allow for the devolution of ownership of Council owned community facilities to community-led organisations when this is assessed as best value for the community and Council
4. Council actively contributes to building the capability of community organisations by supporting initiatives and education that reinforce good governance, management, and operational practice.
5. Council makes funding available for activation of community facilities

6. Council decommission or divest involvement in Council owned community facilities, after consultation with the impacted community, where utilisation is low, interest in community ownership is low, the facility is not fit-for-purpose and requires significant capital investment to address this and/or building compliance and renewal requirements.
7. Council ensure a mix of provision is available within the Network in terms of single-use and multi-use spaces; specialist spaces for crafts, arts, active recreation, education, health and well-being, as well as general purpose spaces for meetings and public assembly.
8. Council support mixed-mode delivery within the Network (Council programmes, vessel for hire, community initiative programmes and casual use), by increasing access opportunities for different groups to operate from facilities with different pricing structures and use models.
9. Council to work to rebalance the Network through fewer new builds of generic community space and more special purpose spaces targeted at particular specialised needs or specific age-groups and involve these groups in the planning of these spaces.

11.5.2 Community Centres and Halls Asset Summary

The following facilities are covered in this plan:

- | | |
|--|--|
| • Arthurs Pass Community Centre | • Ladbrooks Hall |
| • Broadfield District Community Centre | • Lake Coleridge Community Hall |
| • Brookside Hall (non-operational) | • Lakeside Community Memorial Hall |
| • Castle Hill Village Community Centre | • Lincoln Events Centre |
| • Darfield Recreation and Community Centre | • Mead Hall |
| • Doyleston Hall | • Prebbleton Public Hall (not Council owned) |
| • Dunsandel Community Centre | • Rolleston Community Centre |
| • Glenroy Hall | • Selwyn Sports Centre |
| • Glentunnel Community Centre | • Sheffield Hall |
| • Greendale Community Centre | • Southbridge Community Hall |
| • Greenpark Memorial Community Centre | • Springston Hall |
| • Halkett Community Centre | • Tai Tapu Community Centre |
| • Hororata Hall | • Tawera Hall |
| • Killinchy Community Centre | • West Melton Community & Recreation Centre |

Note that a number of the facilities listed above also include adjacent outdoor recreation spaces that are managed under this cost centre. This includes: Broadfield District Community Centre (adjacent reserve area and courts); Darfield Recreation and Community Centre (adjacent Darfield Domain); Killinchy Community Centre (adjacent pool, playground and tennis court); Mead Hall (adjacent reserve); Greenpark Memorial Community Centre (adjacent reserve and courts); Greendale Community Centre (adjacent sports fields, courts and playground); Halkett Community Centre (adjacent pool, playground and court).

In addition to the community centres and hall listed above there are a further four facilities which are included in the recreation reserves section as they are managed under that cost centre. The facilities in this category are:

- Little Rakaia Huts Hall
- Kimberley Hall
- Courtenay Old School Hall
- Weedons Community and Sports Pavilion

There are also a number of community halls in the district that operate completely autonomously from Council under local management arrangements and contribute to the overall provision of this service. These include:

- Kirwee Hall
- Springston South Soldiers Memorial Hall
- Te Pirita Hall
- Motukarara Hall

Community Centres and Halls Asset Components

Community Centres and Halls have been broken down to standard building componentisation to enable the application of standard economic lives and unit rates at an appropriate level. This has been used to identify condition and define remaining useful life as an input to renewal and rehabilitation programmes. Data (quantity, RUL, condition, renewal cost) has been captured in this form for all Community Centres and Halls.

The asset hierarchy is based on:

Asset Class – Asset Component - Sub-type – Material

An example of how this is applied is shown below:

Building Envelope – External Door – Double Sliding - Aluminium

Community Centres and Halls Asset Valuation

A valuation conforming to PBE IPSAS 17 has been carried out for all Community Centres and Halls facilities for 30 June 2019. The values for individual facilities are included as part of the information included in Section 11.5.8. Table 11-9 sets out a summary of the asset valuation from the fixed asset register at 30 June 2019 plus adjustments for 2019/20.

	Asset Replacement Value (\$)	Asset Depreciated Replacement Value (\$)
All Community Centres and Halls	27,266,878	26,518,721

Table 11-9: Community Centres and Halls Asset Valuation

11.5.3 Asset Condition

Asset condition is an assessment of the structural integrity of the facility and when combined with its age provides an indicator of its position within its lifecycle. When combined with performance results, risk and economic factors, it provides the necessary information to produce a renewal and improvement programme for Community Centres and Halls.

A condition assessment of all Community Centres and Halls facilities was carried out for updating this plan in 2020 and the summary is shown in the graph below:

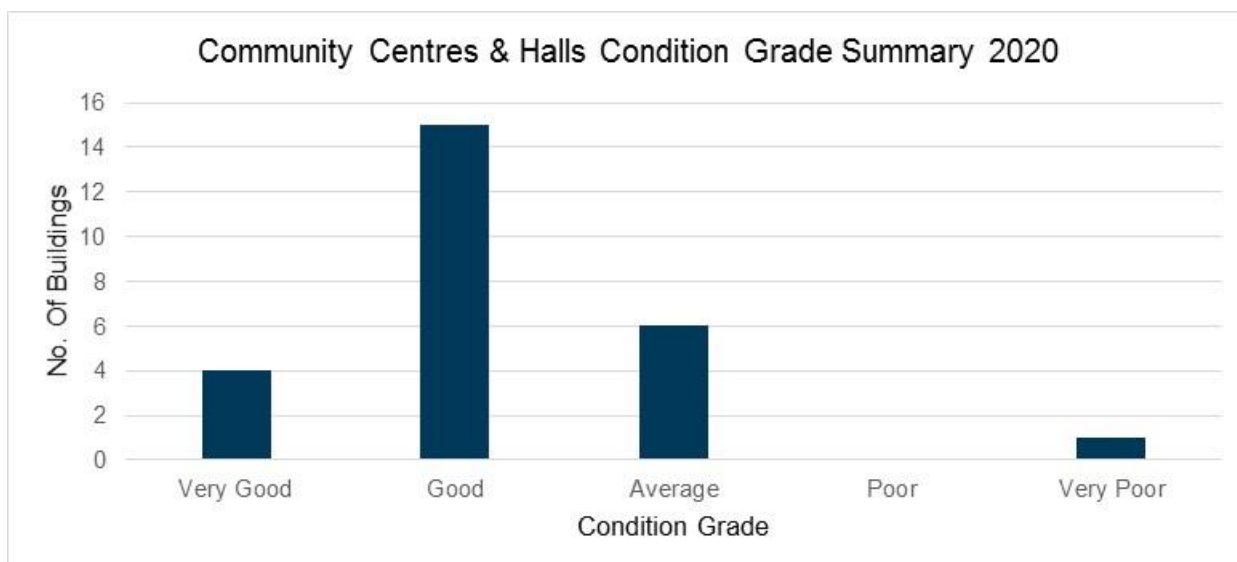


Figure 11-7: Community Centres and Halls Condition Summary

Additional details on the condition of individual facilities is described in the figure below which indicates the proportion of condition ratings for each building.

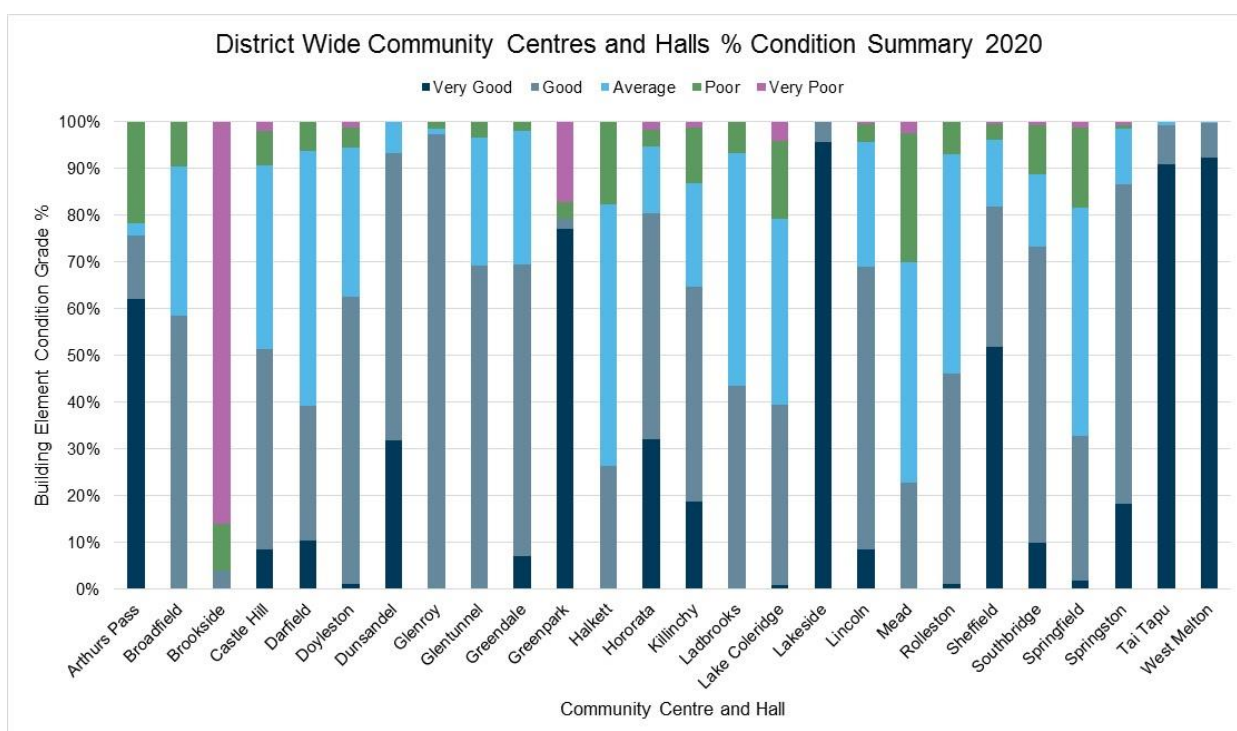


Figure 11-8: Community Centres and Halls % Condition Summary

The information above indicates where condition issues are evident and, where poor or very poor ratings are present, signals the need for renewal or rehabilitation works. These works have been built into cyclical maintenance or renewal programmes over the 10 year planning period.

The information presented in Figure 11- below illustrates that, overall, a high proportion (57%) of the district's Community Centres and Halls are significantly aged (over 75 years old). Many have had additions and alterations during their life.

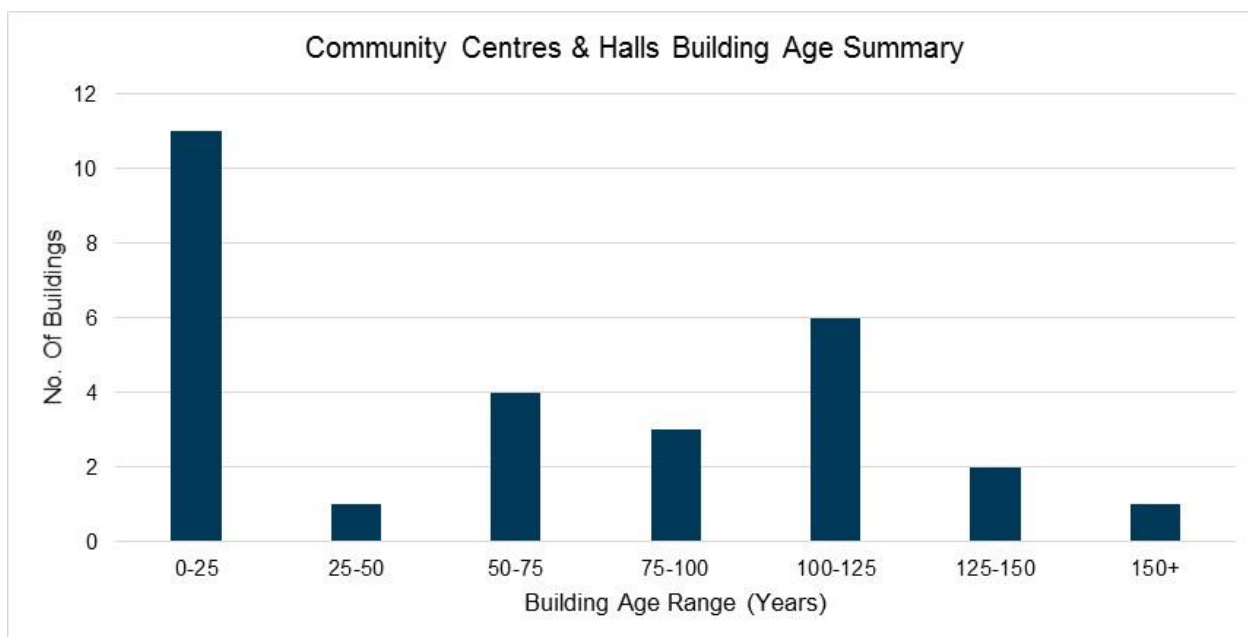


Figure 11-9: Community Centres and Halls Age Summary

Most buildings that were identified as earthquake prone (<34% NBS) from the Detailed Seismic Assessment (DSA) process have had structural upgrades undertaken. Figure 11- below gives further information on the seismic strength of buildings that have had a DSA or previous DEE assessment. Two buildings remain that are earthquake prone – Mead Hall and Brookside Hall. Brookside Hall is not operational and is leased for storage. The tenant has been requested to shift their material from this building.

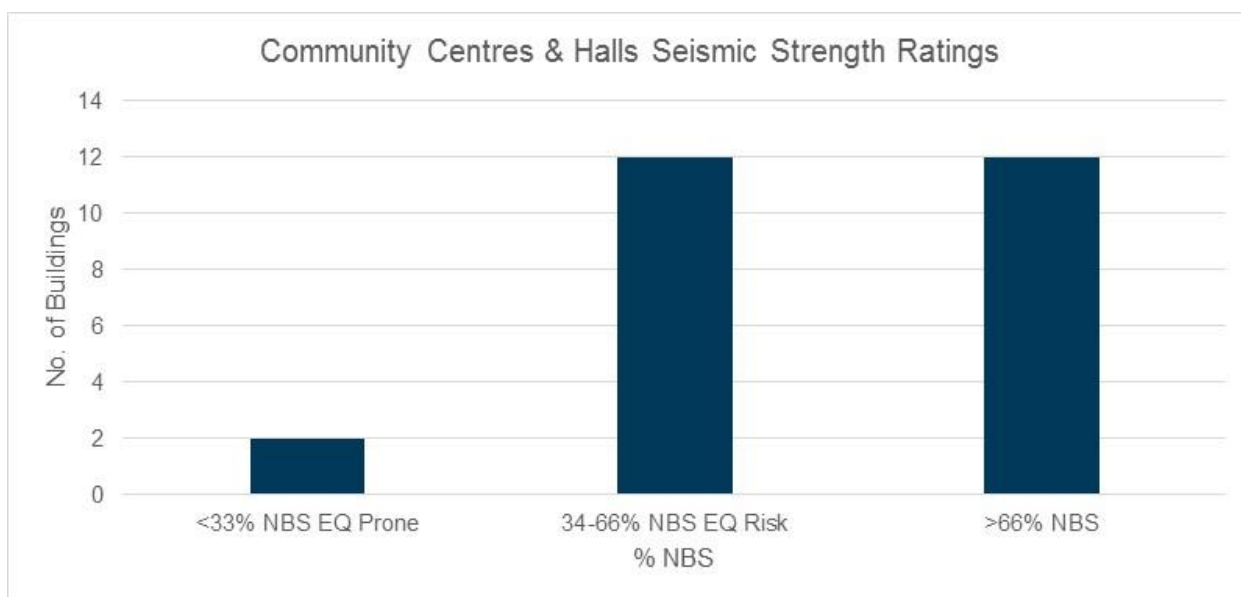


Figure 11-10: Community Centres and Halls Seismic Strength Ratings

The areas of concern relate to those buildings that are ageing and have average or worse condition grades and/or have seismic strength issues. Facilities that fall into this category are discussed further below:

Brookside Hall – This hall is in very poor condition and is structurally unsafe. It is not used as a public facility but has been listed in the District Plan as a heritage item. A report was prepared to understand the requirement for upgrading the building. The report has indicated that \$312,000 is required just to make it weather-proof and address maintenance and basic structural issues and a further \$10,000 per year for on-going maintenance. At this stage no budget for upgrading work has been allocated and other avenues for funding restoration works will be explored.

Hororata Hall – Is aging and tired but overall condition is good but with some average/poor components. This building is a listed heritage building and an assessment and cost of restoring it and making it fit-for purpose was prepared. This indicated that the cost would be significantly more than building a new modern facility. It is, therefore, questionable whether the level of investment required is warranted given the low level of use, its current location and access to other facilities in the community or nearby. Mainly reactive repairs have been undertaken recently. A needs analysis prepared by the Hororata Trust recommends rebuilding a new multi-purpose facility located at the Reserve. This proposal has been included in the 2021-31 LTP.

Halkett Hall and Community Centre – This facility is in average condition and the hall building in particular is in need of significant remedial expenditure. The hall building is not well-used and does not have basic facilities available (toilets). The economic feasibility of retaining the hall building does not measure up given the condition, investment requirements and level of use. The balance of the facility (the former school buildings) is also in average condition and will need an on-going renewal and maintenance programme to keep it in a serviceable condition. This facility will be monitored over the next few years in terms of use and investment requirements especially given the proximity of the new modern facility at West Melton.

Mead Hall – This building has been identified as earthquake prone (19% NBS) but has been assessed as safe to use by the public. The building is also in average condition with work required to upgrade the interior and particularly the toilets and kitchen. Some external repairs are also required. This facility is in a remote location and has recently seen an upsurge in use particularly as a church venue by the migrant farm workers. The facility is well-valued by the local community and a seismic strengthening and building upgrade programme to address issues has been included for 2021/22.

Tawera Hall – This facility has been assessed as average condition and is in the ‘earthquake risk’ category (34-66% NBS). Usage has been declining in recent years and a significant (\$200,000+) maintenance and renewal programme is required to keep it operational. This facility will be monitored over the next few years in terms of use and investment requirements to gauge future needs within the overall Malvern cluster of facilities.

Other buildings – The following buildings have also been identified as having an average condition rating:

- Rolleston Community Centre – some refurbishment and fit out renewal planned over 2021/22 and possible later investment in re-purpose and seismic upgrade subject to defining the future use.
- Darfield Recreation and Community Centre – cyclical maintenance and internal fit-out renewal in 2021/22 plus upgrade of entrance.
- Ladbrooks Hall – Cyclical maintenance (painting) and fit-out renewals in 2020/21 and 2021/22.

11.5.4 Operations and Maintenance

Operations

Previously most Community Centres and Halls were managed by local committees. This model has now changed especially with the introduction of district-wide funding and the need to ensure facilities are operated safely and the assets are protected and looked after. The 'keystone' facilities and those built more recently are now generally managed and operated directly by Council via professional managers who operate all aspects of the facilities on a daily basis. In addition a number of other facilities are now operated by Council. The facilities operated by Council include:

- Lincoln Events Centre
- Rolleston Community Centre
- Darfield Recreation and Community Centre
- Springston Hall
- Sheffield Hall
- Broadfield District Hall
- Southbridge Community Hall
- Selwyn Sports Centre
- Tai Tapu Community Centre
- West Melton Community & Recreation Centre
- Hororata Hall
- Dunsandel Community Centre
- Tawera Memorial Hall
- Lake Coleridge Community Hall
- Ladbrooks Community Hall

Operations are managed by the Community Services and Facilities Group. Operating activities include:

- Delivery of programmes and activities
- Promotion and marketing of facilities
- Management of bookings and use
- Building compliance

A review of the operating model (from 2019/20) has seen the following initiatives introduced to provide a more consistent and efficient approach:

- Promoting and coordinating a range of fitness and recreational programmes across all key target populations at Council owned facilities across the district (Council and community delivered);
- Implementing centralised online community centre bookings of Council owned centres and halls across the district;
- Promoting community centres for weddings, conferences and corporate meetings;
- Reviewing the Community Committee structure / model;
- Developing standard Terms and Conditions of hire;
- Implementation of standardised Fees and Charges.

In cases where community committees continue to be active in management of facilities (generally smaller or remote communities) the Council is promoting the introduction of service level agreements that clearly define the responsibilities.

Going forward there is likely to be a mix of operational models as proposed in the Community Centres, Halls and Libraries Network Plan. This may include:

- Direct operation by Council (especially keystone and hub facilities).
- Transfer of ownership or management of Council owned facilities to community-led organisations when this is assessed as best value for the community and Council (especially in the remote cluster).
- Extension of its keystone facility-based programmes, events and services out into the various hub and local facilities in the Network.
- Provide for mixed-mode delivery within the Network (Council programmes, vessel for hire, community initiative programmes and casual use).

Maintenance Strategies

Building maintenance work for these facilities is generally managed by the Council's Facility Management Team in the Property Group.

Three categories of maintenance are performed on Community Centres and Halls as outlined below.

Reactive Maintenance – Repair of assets required to correct faults identified by management committee inspections or notification from hall users. This has been the predominant maintenance approach with many of these facilities in the past under the committee management model.

Reactive maintenance work may be reported to Council staff by local committees (where operating) or by caretaker. Council Facilities Management staff arrange for the work to be undertaken using a panel of preferred contractors. Work is prioritised depending on the urgency. All contractors are required to be Health and Safety compliant / Site Wise approved before being engaged.

Routine Maintenance - Routine maintenance relates to regular works required to keep the facility serviceable and predominantly covers cleaning and caretaking services. Depending on the location and usage of the facility these services are undertaken by a cleaning contractor (under a contract agreement) or by a local caretaker or a specialist contractor (e.g. building wash downs and gutter cleaning). In some cases the external grounds form part of the budgeted costs and this would include lawn mowing, litter removal and vegetation management.

Planned Maintenance - Also defined as preventative or programmed maintenance. Typical work includes repainting of external surfaces, repainting and redecoration of interiors, minor repairs and replacement of building components that are failing or will fail but do not require immediate repair.

The programme and priority for work is based on condition inspections and reporting to monitor asset condition, identify emerging risks, and identify the need for maintenance and repair work, both current and predicted future failure.

Undertaking the condition survey and developing the building maintenance plan is the responsibility of the Strategic Team within the Property Group. The planned maintenance programme will be regularly reviewed and updated at least every three years based on condition inspections, maintenance trends and risks. The Facilities Management Team will generally arrange planned maintenance work and will co-ordinate this with the facility managers (where required).

Inspection and Reporting

An inspection and reporting programme is a critical aspect of ensuring that risks are managed, issues are recorded and addressed, buildings can operate safely and the condition of assets is understood.

Five general categories of inspection and reporting apply to Community Centres and Halls along with some specialist inspections depending on the specific requirements of each facility:

1. Routine maintenance and service inspections by caretakers, facility managers or local committee;
2. Annual inspections for building maintenance issues by Facility Management Team
3. Formal periodic condition inspections and report by Council asset management staff;
4. Building WOF and IQP inspections (where applicable)
5. Fire services inspections

Routine maintenance inspections are undertaken by the caretaker, facility/duty manager or committee.

The formal periodic condition inspections are undertaken every three years by qualified personal with expertise in building structures and maintenance, the development of long term maintenance programmes and an understanding of service and quality requirements.

Buildings with compliance schedules that require an annual building warrant of fitness are inspected to ensure compliance. This includes IQP inspections and reports.

Inspections of fire services equipment (fire extinguishers, hose reels) is carried out on an annual basis.

Community Centre and Halls Inspection Programme			
Inspection Type	Frequency	Inspector	Checks
Routine maintenance	As required & especially after use	Caretaker, Facility Manager, Committee	Damage/breakage Vandalism/Graffiti Other failures/problems
Annual inspection	Annually	Facilities Management Team	Visual inspection of building (external and internal)
Formal periodic condition and long term maintenance plan	Three yearly	Structural and maintenance engineer/ asset management planner	Condition grading Structural issues Quality standard Cladding/roof condition Paint surfaces Defects/problems – current Predictive failure/defects
Building WOF	Annually (where applicable)	Contractor	All items on compliance schedules Defect reports Issue of BWO certificates
Fire Services	Annually	Contractor	Fire extinguishers Fire Hose Reels
Waste Water System	Annually (where applicable)	Contractor	Check performance of waste water system and need for emptying septic tank
Water Supply Testing	As required under the Water Safety Plan	Contractor	Water samples taken and tested Filter cartridges checked
Tag Testing Appliances	Annually or in accordance with NZS 3760 Standard	Contractor	All electrical appliances inspected and tagged by an electrician
Detailed Seismic Assessment (DSA)	One off	Structural Engineer	Structural report focusing on seismic strength of the building

Table 11-10: Community Centre and Halls Inspection Programme

Asbestos

Under the Health and Safety at Work (Asbestos) Regulations 2016, Council, as a person conducting a business or undertaking (PCBU), is required to develop an asbestos management plan. The plan is to include identification of asbestos and ACM (asbestos containing materials) within all Council owned buildings, risk assessment and mitigation decisions relating to the managing of asbestos risk, detailed emergency procedures, and information, guidelines, protective equipment and health monitoring available to those required to work with asbestos on our property.

Council has carried out presumptive investigations to identify buildings which potentially contain asbestos. This includes all Council owned buildings under the activity of Property and Buildings, Swimming Pools, Community Centres and Halls and Recreation Reserves. The investigations have been reviewed and assigned a risk grade based on a risk assessment matrix. A programme for asbestos testing and remediation methods has been developed for inclusion in the Asbestos Management Plan.

Some remedial work has been undertaken as part of upgrade and renewal programmes and this programme will continue to be implemented on a priority basis noting that most sites had a low level of risk identified where asbestos was detected.

Operations and Maintenance Issues Identified

Specific maintenance and operating issues that have been defined and the Council's management response is set out in the following Table 11-11.

Issue	SDC Response	Timing
The age and condition of some facilities means the quality standards are below user expectation and there are recurring maintenance issues	<ul style="list-style-type: none"> Ensure maintenance and renewal programmes are fully implemented 	<ul style="list-style-type: none"> Maintenance & renewal programmes prepared for each facility & implemented from 2021/22
There has been a largely reactive approach to building maintenance which has meant some assets have deteriorated to a poor condition	<ul style="list-style-type: none"> Implement a more planned approach to building maintenance works Continue to develop asset maintenance plans for each building 	<ul style="list-style-type: none"> Maintenance plans prepared for each facility & implemented from 2021/22 Asset plans updated for 2021-31 period Address defects noted in reports received from condition survey form 2021
Facility cleaning and routine cleaning operations have not occurred consistently	<ul style="list-style-type: none"> Paid caretaker in place at some facilities Cleaning contracts now in place Building wash downs and gutter cleaning now carried out on programmed basis 	<ul style="list-style-type: none"> On-going
Building compliance requirements complex and onerous	<ul style="list-style-type: none"> Compliance inspections etc. under a comprehensive contract for all Council buildings Compliance inspections monitored 	<ul style="list-style-type: none"> Service contract now in place Person assigned to managing compliance requirements from 2019/20
Light fittings do not comply with regulations in terms of removal of PCBs	<ul style="list-style-type: none"> Carry out survey of all halls to determine the extent of the issue and develop remedial programme 	<ul style="list-style-type: none"> Lighting replacement programme in place from 2019/20 Built into renewal programmes
Potential for asbestos / ACM (asbestos containing materials)	<ul style="list-style-type: none"> Undertake initial identification of asbestos and ACM within all Council owned buildings. Develop an asbestos management plan 	<ul style="list-style-type: none"> Asbestos management Plan in place Remedial action underway on a priority basis (as part of renewal or upgrade works)
Roofs and water tightness is an issue on some buildings	<ul style="list-style-type: none"> All roofs and roof systems to be inspected and renewal/repair plans put in place 	<ul style="list-style-type: none"> All roofs re-inspected in 2020 as part of condition surveys with maintenance/renewal requirements built into forward programmes. Monitor ongoing issues as a result of design faults and undertake repairs as necessary (e.g. Rolleston CC)
Effluent disposal systems have not been maintained	<ul style="list-style-type: none"> Check all systems Set up regular inspection and pump out programme 	<ul style="list-style-type: none"> System checks from 2019/20 Contractors engaged to undertake regular inspections and pump out as required from 2019/20
Water supplies do not meet NZDWS	<ul style="list-style-type: none"> Identify sites where water supplies are on bores or have on-site storage Engage a consultant to develop Water Safety Plans for sites as required Install filters and implement testing regimes as per water Safety Plans 	<ul style="list-style-type: none"> Sites identified in 2019/20 Consultant engaged in 2021 to assess supplies and prepare Water Safety Plans Budgets provided from 2021/22 to install filter and undertake water testing at Mead Hall and Broadfield CC

Issue	SDC Response	Timing
Buildings have been identified as “earthquake prone” and will need seismic strengthening work over time	<ul style="list-style-type: none"> • DSAs prepared for all buildings • Undertake seismic strengthening work as required • Buildings withdrawn from post emergency function 	<ul style="list-style-type: none"> • DSAs have been prepared on a priority basis • Seismic work on EQ prone buildings completed apart from Mead Hall • Mead Hall strengthening planned for 2021/22 • Some EQ risk buildings may be reassessed for seismic work as part of upgrade works over the 10 year planning period • A number of buildings have now been withdrawn as post emergency centres

Table 11-11: SDC Community Centres and Halls Operations & Maintenance Issues

Deferred Maintenance

There is currently deferred maintenance on some facilities, the extent of this has been quantified as part of recent condition inspections and schedules of defects have been prepared. Remedial work for defects has been built in to maintenance and renewal programme over the 10 year planning period. Priority will be given to work that is required to maintain the building in a safe condition for users, achieve Building Warrant of Fitness compliance and to ensure building weather tightness. Significant works on the Hororata Hall and Brookside Hall has been deferred until a final decision has been made on the future of these buildings.

Historical Operations and Maintenance Costs

A summary of historical operations and maintenance costs for Community Centres and Halls over the previous five years is presented in the graph below.

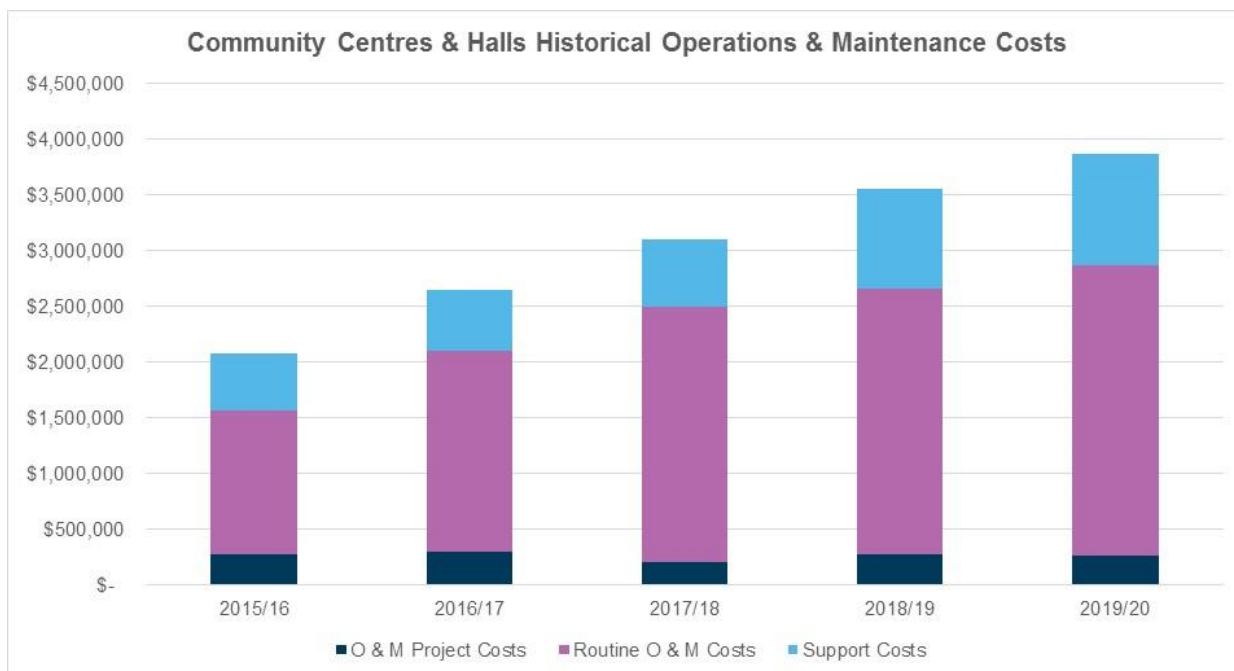


Figure 11-11: Community Centres and Halls Historical O & M Costs

A gradual increase in operational and maintenance costs is evident over the five year period. This is attributable to additional staff costs at keystone facilities (RCC and LEC) and the introduction of new facilities and improved services at West Melton, Dunsandel, Tai Tapu and Lakeside. There has also been a shift from volunteer input to paid caretakers as well as implementation of planned asset maintenance works to address deferred maintenance issues. Support costs have also increased as more staff have been employed to provide services for centralised bookings and programme delivery.

Forecast Operations and Maintenance Programme

Future operations and maintenance cost projections for the 10 year planning period are summarised in Table 11-12 below. The costs shown assume no change in the method of service delivery and take no account of inflation. They are based on an analysis of historical costs, current contract rates and estimated costs for maintaining new assets resulting from growth and future capital development programmes.

Operations and maintenance costs for the proposed new facilities identified in this plan as well as the Selwyn Sports Centre are included and contribute to significant cost increases with this service. These are, to some extent, offset by the additional revenues forecast for these facilities.

The forecast also incorporates costs associated with addressing operations and maintenance issues identified in this plan.

Detailed cost estimates are prepared for each Community Centre and Hall taking into consideration specific asset and operational requirements. Scheduled maintenance work is also included that provides for works necessary to extend the life and serviceability of assets and manage them in a sustainable way.

Operations & Maintenance Expenditure	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Routine Operations & Maintenance										
Arthurs Pass	1,903	1,903	1,903	1,903	1,903	1,903	1,903	1,903	1,903	1,903
Broadfields	24,667	24,667	24,667	24,667	24,667	24,667	24,667	24,667	24,667	24,667
Brookside	113	113	113	113	113	113	113	113	113	113
Castle Hill	11,625	5,525	5,525	5,525	5,525	11,625	5,525	5,525	5,525	5,525
Darfield	95,886	95,886	95,886	95,886	95,886	95,886	95,886	95,886	95,886	95,886
Doyleston	2,270	2,270	2,270	2,270	2,270	2,270	2,270	2,270	2,270	2,270
Dunsandel	81,367	81,367	81,367	81,367	81,367	81,367	81,367	81,367	81,367	81,367
Glenroy	8,166	8,166	8,166	8,166	8,166	8,166	8,166	8,166	8,166	8,166
Glentunnel	19,324	19,324	19,324	19,324	19,324	19,324	19,324	19,324	19,324	19,324
Greendale	13,845	13,845	13,845	13,845	13,845	13,845	13,845	13,845	13,845	13,845
Greenpark	22,148	11,148	11,148	11,148	11,148	22,148	11,148	11,148	11,148	11,148
Halkett	7,211	7,211	7,211	7,211	7,211	7,211	7,211	7,211	7,211	7,211
Hororata	11,742	11,742	17,117	36,667	36,405	36,130	35,855	35,567	35,267	34,967
Killinchy	12,761	10,261	10,261	10,261	10,261	10,261	10,261	10,261	10,261	10,261
Ladbrooks	10,842	10,842	10,842	10,842	10,842	10,842	10,842	10,842	10,842	10,842
Lake Coleridge	6,324	6,324	6,324	6,324	6,324	6,324	6,324	6,324	6,324	6,324
Lakeside	36,302	40,702	36,302	36,302	36,302	36,302	40,702	36,302	36,302	36,302
Leeston	-	-	62,463	161,384	195,908	192,021	188,033	183,946	179,758	175,458
Lincoln Events Centre	588,359	588,359	588,359	588,359	588,359	588,359	588,359	588,359	588,359	588,359
Mead	11,700	11,700	11,700	11,700	11,700	11,700	11,700	11,700	11,700	11,700
Prebbleton	6,153	6,153	6,153	7,753	74,609	155,534	152,597	149,584	146,497	143,334
Rolleston CC	321,081	290,431	290,431	290,431	290,431	290,431	290,431	290,431	290,431	290,431
Rolleston Sports Centre	1,267,598	1,450,173	1,438,385	1,426,298	1,413,910	1,401,210	1,388,185	1,374,835	1,361,160	1,347,148
Sheffield	13,445	13,445	13,445	13,445	13,445	13,445	13,445	13,445	13,445	13,445
Southbridge	15,666	15,673	15,680	15,688	15,695	15,703	15,710	15,422	15,422	15,422
Springston	16,460	16,460	16,460	16,460	16,460	16,460	16,460	16,460	16,460	16,460
Tawera	17,920	17,920	17,920	17,920	17,920	17,920	17,920	17,920	17,920	17,920
Tai Tapu	89,631	89,631	89,631	89,631	89,631	89,631	89,631	89,631	89,631	89,631
Te Pirita	2,008	2,008	2,008	2,008	2,008	2,008	2,008	2,008	2,008	2,008
West Melton	288,547	288,547	288,547	288,547	288,547	288,547	288,547	288,547	288,547	288,547
Total Routine O & M	3,005,064	3,141,796	3,193,453	3,301,445	3,390,182	3,471,353	3,438,435	3,413,009	3,391,759	3,369,984
District Wide O & M										
Support Costs	1,450,790	1,466,190	1,434,316	1,369,329	1,356,495	1,353,158	1,341,466	1,340,720	1,359,371	1,345,384
District Wide Costs	58,428	58,428	58,428	58,428	58,428	58,428	58,428	58,428	58,428	58,428
Asset Management Costs	20,000	21,000	8,500	5,000	21,000	8,500	30,000	21,000	8,500	5,000
Total District Wide O & M	1,529,218	1,545,618	1,501,244	1,432,757	1,435,923	1,420,086	1,429,894	1,420,148	1,426,299	1,408,812
Scheduled Operations & Maintenance										
All Facilities	190,710	196,325	236,450	109,570	356,275	309,450	440,210	347,505	279,450	175,920
Total Scheduled O & M	190,710	196,325	236,450	109,570	356,275	309,450	440,210	347,505	279,450	175,920
Total O & M	4,724,992	4,883,739	4,931,147	4,843,772	5,182,380	5,200,889	5,308,539	5,180,662	5,097,508	4,954,716

Table 11-12: Community Centres and Halls Operations & Maintenance Cost Projections

11.5.5 Asset Renewal

The identification of renewal works for Community Centres and Halls has been largely based on a detailed condition assessment undertaken in 2020 (following earlier assessments in 2014 and 2017). This exercise also identified remaining useful life (RUL) to component level for all assets and unit rates to determine renewal costs. Information was analysed to provide an overall condition assessment for each facility. In addition to this a number of factors were used to develop a forecast renewal programme.

Factors used were:

- Age Profile
- Overall Condition
- On-going maintenance requirements and costs (economics)
- Performance Issues Identified
- Risks
- Timing efficiency

The general tactics applied in managing renewal of Community Centres and Halls is to continue to replace asset components and undertake maintenance and refurbishment work to keep the building serviceable and extend its life. Renewal of components will also be carried out where there is a technical requirement to replace the asset and/or where performance is adversely affected (e.g. with effluent discharge systems).

The trigger for total facility renewal is where imminent failure of the structure is evident through condition reports or where the facility has reached a state where it is no longer economic to continue rehabilitation work. Replacement of some facilities was required as a result of earthquake damage where this was economically viable and supported by a continued need for the facility.

Asset forward expenditure programmes for facilities which allow for renewals over a potential 50 year period were developed from the condition assessment process. These provide a theoretical replacement plan at component level and were further refined in consideration of the factors outlined above and to produce a realistic programme. This involved combining similar work types, rationalisation of timing and coordination with cyclical maintenance work.

Asset Coverage

All building components are included in capital renewal programmes. Replacement of minor fittings will generally be undertaken as part of reactive works or routine maintenance programmes.

Renewal Forecast

Renewal forecasting based on the approach outlined above for the various asset components comprising Community Centres and Halls has been carried out for a 30 year horizon and is presented in the following graph (Figure 11-).

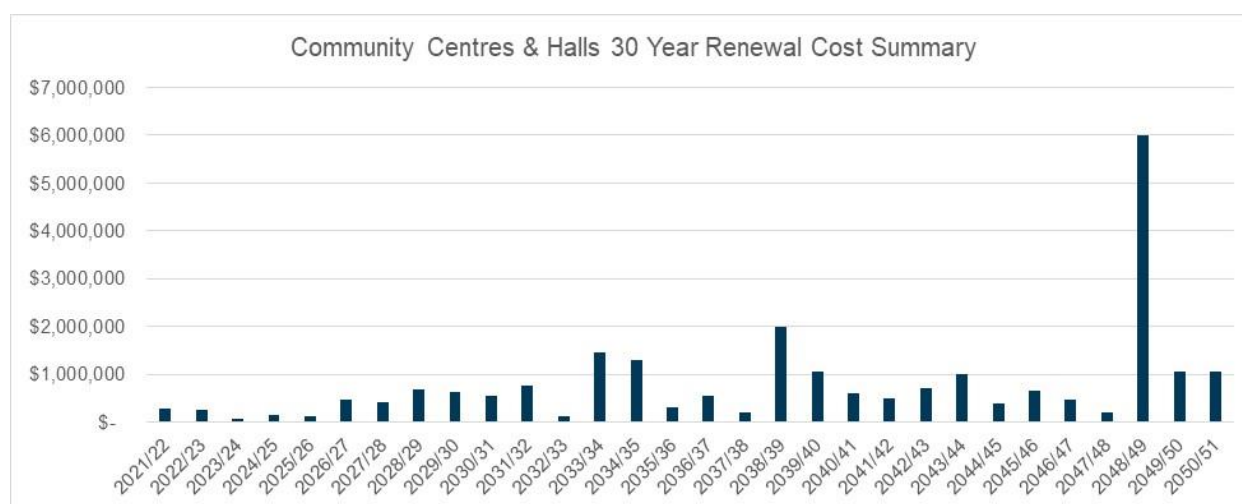


Figure 11-12: Community Centres and Halls 30 Year Renewal Forecast

Renewal Cost Projections

Planned renewal requirements for the next 10 years have been developed for each of the facilities and are shown in the Project Summary in Annex 11 B. Overall a moderate renewal expenditure programme is indicated over the next 10 years as a result of some assets reaching the end of their economic life. A number of the Community Centres and Halls are old, in a deteriorating condition and do not meet the required building standards or expected performance.

The 30 year projection reflects the increasing cost likely to be incurred as buildings and components require replacement. The significant 'spike' in 2048/49 is attributed to renewal requirements at key facilities including Rolleston Community Centre, Lincoln Events Centre, West Melton Community and Recreation Centre, Tai Tapu Community Centre and Darfield Recreation and Community Centre. Realistically this expenditure would be smoothed over a number of years.

Depreciation

Community Centres and Halls are depreciated on a straight line basis. Forecast depreciation requirements for Community Centres and Halls over the next 10 years are identified in Figure 11-3 below, based on the current valuation and projected capital programmes. Note that increases in depreciation requirements are primarily related to the construction of new community centres during the 10 year planning period.

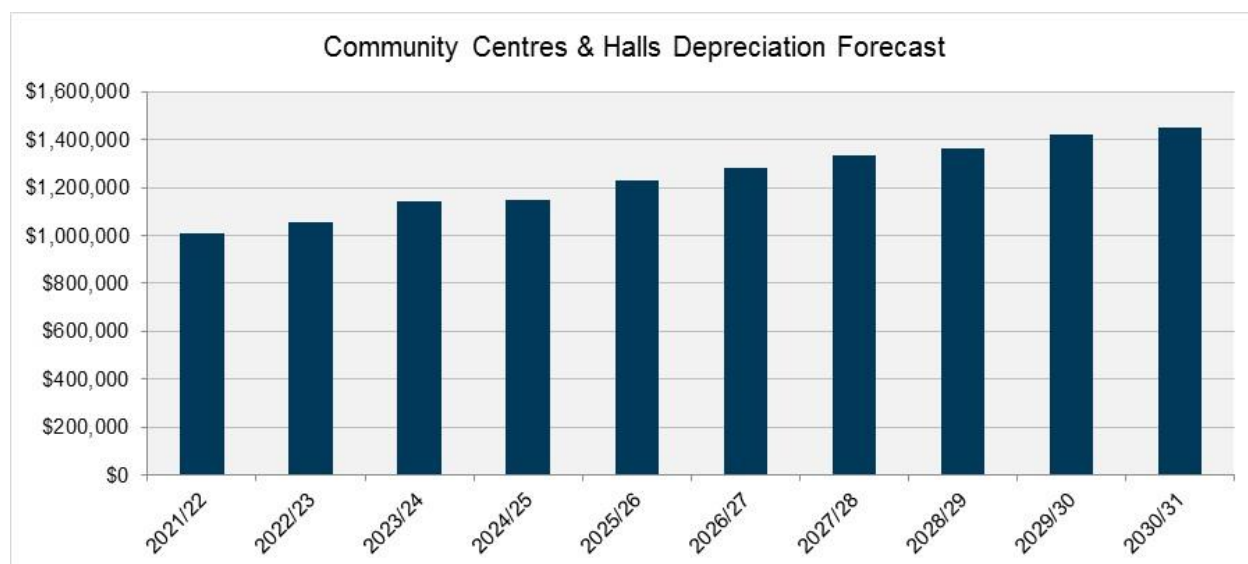


Figure 11-3: Community Centres and Halls 10 Year Depreciation Forecast

11.5.6 New Asset Requirements

As indicated in the Growth and Demand section there will be a requirement for Council to respond to growth in district population and the increased demand this will impose on existing facilities. In some instances it will be appropriate for Council to develop new facilities or extend and/or refurbish existing buildings. The plan contemplates that a number of new facilities will be required over the 10 year planning period to ensure demand from growth is met and levels of service are maintained.

The Community Centres, halls and Libraries Network Plan provides guidance around decision making for investment in new facilities as well as reaffirming the cluster approach whereby facilities are provided in a way that ensures compatibility with other surrounding facilities without competing for demand. The Network Plan specifically recommended the following in terms of capital investment:

That Council, based on sound feasibility and evidence of community need, invests strategically in new and upgraded Community Facilities with the following considerations:

- a. *provide opportunities for community organisations willing to work with Council in partnership that lead to high levels of community activation and sustainable best practice asset management.*
- b. *add specialised activity spaces into the network*

- c. *add complementary activity spaces (within a particular geographical area, cluster) that reflect community demand*
- d. *consolidate spaces within a geographical area (cluster), or introduce new provision to address an identified gap*
- e. *allow for the devolution of ownership of Council owned community facilities to community-led organisations when this is assessed as best value for the community and Council*

New capital assets for Community Centres and Halls may be required in response to the following:

- Addressing performance gaps in the current levels of service
- Providing for the development of additional facilities to meet demand
- Meeting increases in levels of service

Key new capital requirements relating to Community Centre and Halls assets are set out in Table 11-13:

New Assets Driver	Location	Description	Timing	\$
Gaps in Level of Service/ Growth & Demand	Darfield	Sports facility development	2021-22 2026-27	\$0.73m
Growth & Demand	Broadfield	Develop reserve	2023-24	\$0.4m
Gap in level of service	Mead	Building upgrade including seismic strengthening	2021-22	\$0.19m
Increased Level of Service / Growth & Demand	Rolleston	Reconfigure space to extend Rolleston CC services	2021-22	\$0.5m
Gaps in Level of Service / Growth & Demand	Prebbleton	New facility	2025-26	\$5.7m
Increased Level of Service	Hororata	New facility	2023-24	\$2.8m
Gaps in Level of Service/ Growth & Demand	Leeston	New facility	2023-24	\$4.3m

Table 11-13: Community Centres and Halls New Assets Requirements

Prioritisation and Timing

The timing of new capital works has been calculated on the basis of expected incremental increase in growth and the consequent demand. Some of the new capital projects are driven by assessed needs where there is a gap in service level provision and strong community expectation to address the situation.

The prioritisation process used the following criteria:

- Identified demand across cluster group
- Demand information – future capacity requirements, level of use, business requirements
- Local needs analysis, surveys and community consultation
- Performance and utilisation assessments
- Timing of renewal or upgrading work
- Funding availability and community affordability
- Risk factors
- Selection and Design

Design Standard / Process

The Council has not adopted a standard design for Community Centres and Halls and has tended to provide purpose built structures appropriate to the location and local needs. The Council generally engages the services of professional architects to prepare designs for new buildings. The project design briefs will highlight the particular requirements needed for each building. Service, functionality, price, availability, reliability, aesthetics, safety, sustainability, robustness and lifecycle requirements are assessed when consideration is given to constructing new facilities.

Council will consider the incorporation of “green” building principles where genuine benefits can be demonstrated in applying cost/benefit analysis.

The general approach with new community centres is to have these located on reserves to consolidate activities into a single venue and obtain advantages of shared ancillary facilities. This approach also provides an opportunity for greater utilisation of facilities where they are located alongside sports and recreation activity and creates a hub for community activity (as envisaged in the Eastern Selwyn Community Spaces Plan). All new facilities indicated within the 10 year planning period are likely to be built on, or adjacent to reserves.

Where larger new facilities are planned the Council’s approach is to establish a “working party” to oversee the design process and to ensure the appropriate level of input from user groups and stakeholders from the outset. This approach is emphasised in the Network Plan.

Forecast New Capital Assets Costs

A number of new capital works are planned over the 10 year planning period. These capital projects will allow Council to continue to provide Community Centre and Hall services to the desired service level standards and to meet the needs of additional capacity requirements that are forecast to occur. These projects are recorded in the Projects Summary table in Annex 11-B.

11.5.7 Disposal Plan

The Brookside Hall has been unserviceable for about 20 years and leased to neighbours for storage. The site is vested as reserve under the Reserves Act so consideration and consultation with residents on the continued need for this area for reserve purposes would be required prior to disposal.

There are historical aspects to consider as this is one of the few remaining buildings that comprised the Brookside settlement and it is a listed heritage item in the District Plan. However the state of disrepair may mean that it is uneconomic to restore the building (unless significant funding can be obtained) and there are no obvious future uses for it. At this point no final decision has been made on the future of this building.

The Halkett Hall is one of several buildings on the site. The former school classroom block is still in use and the old school hall building has previously been unused for some time. Further consultation will be undertaken with the local community around options for this building if use is discontinued and it continues to fall into disrepair.

It is possible that, with other halls, that require significant upgrading work and/or seismic strengthening this may be uneconomic and unaffordable for communities. A decision on this matter will evolve as further information on strengthening or upgrading requirements, cost implications and community preferences is known. At that time a definitive decision will be made on the future of these facilities taking all matters into consideration.

Forecast Income/Expenditure Arising from Asset Disposal

Any costs associated with hall disposals will be covered as part of the renewal budgets for individual facilities. In some cases there may be a minor book value that will need to be written off as part of the disposal process.

If demolition is required the cost of this work will be built into future budgets when decisions on this matter are confirmed.

Planned income from disposals (if any) is likely to be minimal as, the type of assets being disposed, have limited marketable value.

11.5.8 Asset Planning Information for Community Centre and Hall Facilities




Set out in the following series of tables is information on each facility. Facilities have been grouped in accordance with cluster areas and the information covers the following:




- Asset description – location, type, size, purpose, age and value
- Asset performance – utilisation, building performance and issues, seismic rating
- Strategic considerations and direction
- Future investment requirements

Information is provided for the following facilities within the Rolleston, Lincoln, Ellesmere, Malvern and Remote High Country clusters:




- | | |
|--|--|
| • Arthurs Pass Community Centre | • Ladbrooks Hall |
| • Broadfield District Community Centre | • Lake Coleridge Community Hall |
| • Brookside Hall (non-operational) | • Lakeside Community Memorial Hall |
| • Castle Hill Village Community Centre | • Lincoln Events Centre |
| • Darfield Recreation and Community Centre | • Mead Hall |
| • Doyleston Hall | • Prebbleton Public Hall (not Council owned) |
| • Dunsandel Community Centre | • Rolleston Community Centre |
| • Glenroy Hall | • Selwyn Sports Centre |
| • Glentunnel Community Centre | • Sheffield Hall |
| • Greendale Community Centre | • Southbridge Community Hall |
| • Greenpark Memorial Community Centre | • Springston Hall |
| • Halkett Community Centre | • Tai Tapu Community Centre |
| • Hororata Hall | • Tawera Hall |
| • Killinchy Community Centre | • West Melton Community & Recreation Centre |




Rolleston Cluster


Facility Name	Type & Purpose	Size	Value DPRC	Usage Level	Seismic Rating	Condition & Performance	Year Built / Age	Strategic Considerations & Direction	10 Yr. Investment Requirements
Rolleston Community Centre 	KEYSTONE Multi-purpose community & recreation centre with community meeting place; leisure activities; recreation programmes/classes; indoor sports activities; performance stage ER function	1,718 m ²	\$2.75m	Multi-faceted & activated Very high use >90%	40% NBS - EQ Risk	Good PQS score 82% On-going issues with roof and water damage noted in defects report Multiple dents to ceiling panels Partially fit for purpose	1999 / 22 yrs.	Space in this facility will become available for alternative uses when Te Ara Ātea & Selwyn Sports Centre open in 2021 Refurbish vacated library space for community use; Make available 'as is' for new uses including venue for performing arts; Monitor use and impact of new facilities	\$625k for maintenance & renewals over 10 years \$544k for library space refurbishment; \$6.4m to re-purpose as centre for arts and seismic upgrade
West Melton Community & Recreation Centre 	HUB Multi-purpose community & recreation centre with community meeting place; leisure activities; recreation programmes/classes; indoor sports activities; play centre ER function	2,033 m ²	\$7.55m	Multi-faceted & activated Moderate use >50% trend is increasing	NBS 100% EQ BC for new building	Very Good PQS score 89% Defects report notes cracking to concrete & walls Minor issues with heating Fully fit for purpose	2018/ 3 yrs.	Building utilisation after COVID-19 lockdown Continue to grow use	\$241k for maintenance & renewals
Dunsandel Community Centre 	HUB Community meeting place; leisure activities; recreation programmes/classes; sports social use	651 m ²	\$3.04m	Multi-faceted & some activation Low use >20% trend is increasing	NBS 100% EQ BC for new building	Very Good PQS score 88% Defects report notes cracks to concrete floor Storage issue resolved	2017/ 4 yrs.	This facility is in an easily accessible location and is used for ITO training for the broader rural district Further activation of spaces - with some capacity to activate Services corporate/ private bookings & sports club activities	\$142k for maintenance & renewals

Facility Name	Type & Purpose	Size	Value DPRC	Usage Level	Seismic Rating	Condition & Performance	Year Built / Age	Strategic Considerations & Direction	10 Yr. Investment Requirements
Selwyn Sports Centre 	SPECIAL PURPOSE Indoor court facility incorporating sports changing, meeting/social spaces, sports equipment storage, indoor event space, Indoor exercise track ER function	8,000 m ²	NV	Multi-faceted & activated	NBS 100% EQ BC for new building	Very Good	2021	8 court Foster Park indoor courts complex as a district centre for indoor sports and recreation. Focus on and hub for sport and recreation	\$1.4m opex per year
Mead Hall 	LOCAL Local community meeting place; leisure activities, worship Includes adjacent reserve area (2.8 ha land area)	127 m ²	\$148k	Venue for hire – no activation moderate use >30% & increasing	19% NBS - EQ Prone	Average PQS score 66% Kitchen & toilets need upgrade Partially fit for purpose	1952 / 69 yrs.	Use has been increasing with church activities (local farm workers) Building is EQ prone but safe to use Venue to support local farming communities. Potential to transfer to key user	\$200k for maintenance/ renewals. Seismic strengthening to 67% NBS and internal improvements
Halkett Community Centre & Hall 	LOCAL Local community meeting place; leisure activities Includes former school building and old hall plus grounds with pool, playground and court (0.8 ha land area)	Hall – 96 m ² School – 151 m ²	\$136k	Venue for hire – no activation low use <20%	34-66% EQ Risk	Average PQS score 71% Buildings have not been well looked after - defects noted include epoxy floor failing, rot around windows, unfinished interior work Hall at end of life	Hall - c.1939 / 82 yrs. School - c.1962 / 59 yrs.	Low use and not well managed; Pool closed due to management issues New facility nearby Has some value to local rural community Consider removal of hall Address management issues Monitor use & consider future divestment or transfer	\$133k for maintenance & renewals




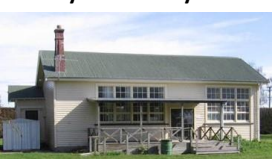
Lincoln Cluster

Facility Name	Type & Purpose	Size	Value DPRC	Usage Level	Seismic Rating	Condition & Performance	Year Built / Age	Strategic Considerations & Direction	10 Yr. Investment Requirements
Lincoln Events Centre 	KEYSTONE Multi-purpose community & recreation centre with corporate and event space; community meeting place; leisure activities; recreation programmes/classes; indoor sports activities; sports social use	2,821 m ²	\$8.39m	Very High >90% Increasing Multi-faceted/activated	NBS 34-66% EQ Risk 35% initial assessment	Good PQS score 86% Fit for purpose Some building issues with HVAC & water tightness	2010 / 11yrs	May have increased available capacity for use once new Rolleston Library and Community Centre and Selwyn Sports Centre open. Strong relationship to Tai Tapu and Prebbleton	HVAC system upgrade required and internal refurbishment & maintenance from 2021 - \$1.2 m budgeted Consider strengthening to 67% NBS (cost to be determined)
Tai Tapu Community and Sport Centre 	HUB New Multi-purpose community & recreation centre at Rhodes Park with community meeting place; leisure activities; recreation programmes/classes; sports social use ER function	1,785 m ²	\$4.89m	Moderate >50% Increasing Multi-faceted/some activation Areas leased to sports clubs on seasonal basis	NBS 100% EQ BC for new building	Very Good PQS score 90% Defects report notes doors sticking, minor cracks to concrete & roof membrane not fixed correctly Fit for purpose	2019 / 2yrs	Further activation of spaces Focus as sports hub and potential for corporate and event hire to increase	\$145k for maintenance & renewals
Prebbleton Public Hall 	LOCAL Local community meeting place; leisure activities; recreation programmes/classes Note: this facility is not Council owned but has received financial support previously	495 m ²	NV	High >70% Basic/non-activated	<34% of NBS and EQ prone.	Average Declining Old, dated, EQ prone and inadequate capacity for growing community Not fit for purpose	Built 1880's, extensions in 1914 & 1970s / 140 - 50yrs	This building is not owned by Council and will not form part of the network going forward New facility planned for Prebbleton in 2025/26	No Council investment in this facility \$5.7 m capex for new facility




Facility Name	Type & Purpose	Size	Value DPRC	Usage Level	Seismic Rating	Condition & Performance	Year Built / Age	Strategic Considerations & Direction	10 Yr. Investment Requirements
Greenpark Memorial Community Centre 	LOCAL Local community meeting place; leisure activities; supports tennis/netball court use Old hall was demolished and replaced with a new facility on the park in 2016 (2.13 ha land area) ER function	374 m ²	\$1.07m	Very low <15% Increasing Basic/non-activated	NBS 100% EQ BC for new build	Good PQS score 74% Mainly fit for Purpose Building issues with moisture in ceiling cavities & damage to internal linings	2016 / 5yrs	Building has very low use and issues with moisture from poor ventilation Consider activation options or diversification for special use	Maintenance \$23k Tennis court re-surface \$107k
Springston Hall 	LOCAL Local community meeting place; leisure activities; recreation programmes/classes; local school use ER Function	501 m ²	\$736k	Moderate >50% Decreasing Some key users lost Basic/currently non-activated	NBS 67-100% Seismic work in 2018	Good PQS score 87% Has been strengthened and some internal upgrading carried out Defects report noted lack of safety glass & acoustic tiles re-fixing needed Fit for purpose	1907 / 114 yrs.	Consider facilitated activation options	\$107k for maintenance & renewals
Ladbrooks Hall 	LOCAL Local community meeting place; leisure activities; recreation programmes/classes; local school use ER function	428 m ²	\$440k	Moderate >30% Static Basic/currently non-activated capacity to activate	NBS 67-100% Seismic work in 2018	Average PQS score 80% Has been strengthened and some internal upgrading carried out Few defects from survey Fit for purpose	1914 / 107 yrs.	Consider facilitated activation options	\$149k for maintenance & renewals (including roof)




Facility Name	Type & Purpose	Size	Value DPRC	Usage Level	Seismic Rating	Condition & Performance	Year Built / Age	Strategic Considerations & Direction	10 Yr. Investment Requirements
Broadfield District Community Centre 	LOCAL Local community meeting place; leisure activities; recreation programmes/classes; sports social use Includes adjacent reserve with courts and playground (1.68 ha land area – developed) Heritage Listed ER function	88 m ²	\$470k	Moderate >40% Static Basic/non-activated	NBS 34-66% EQ Risk DEE Floor relevelled & re-piled in 2015-16	Good PQS score 83% Fit for purpose	1870 / 151 yrs.	Diversification as venue for small classes and programmes Potential additional use when reserve extension and/or proposed croquet area is developed Future sports field development as overflow for Springs area	\$90k for maintenance & renewals \$435k for croquet area development


Ellesmere Cluster

Facility Name	Type & Purpose	Size	Value DPRC	Usage Level	Seismic Rating	Condition & Performance	Year Built / Age	Strategic Considerations & Direction	10 Yr. Investment Requirements
Doyleston Hall 	LOCAL Local community meeting place; leisure activities; sports social use ER function	107 m ²	\$160k	Moderate >40% Increasing Supports archery activities on Osborne Park Basic/non-activated	NBS 34-66% 55% IL4 DSA EQ Risk	Good PQS score 81% Building added to (storage) and upgraded 2007-08 Defects report noted trip hazard on ramp & rotting barge boards Fit for purpose	1950 / 71 yrs.	Local community venue. Facility continues to support recreational use of Osborne Park (especially Archery)	\$42k for maintenance & renewals
Lakeside Memorial Hall 	LOCAL Rebuilt in 2018 Aimed at niche utilisation as wedding and event venue ER function	230 m ²	\$1.47	Moderate >40% Increasing Premium/non-activated	NBS 100% EQ BC for new build	Very Good PQS score 87% Fit for purpose	2018 / 3 yrs.	Niche wedding and events facility Transfer management to local group under a SLA	\$31k for maintenance & renewals Minor improvements \$26k (car park, fence & irrigation)
Southbridge Community Hall 	LOCAL Local community meeting place; leisure activities; recreation programmes/classes Heritage Building	548 m ²	\$487k	Very low <15% Increasing Basic/currently non-activated with some capacity to activate	NBS 34-66% 58% DSA EQ Risk	Good PQS score 77% Mainly Fit for Purpose Windows being replaced and renewal of concrete paths in 2020/21	1929 / 92 yrs.	Very low use. Consider facilitated activation options especially in collaboration with new community facility in Leeston when this is built and operational	\$129k for maintenance & renewals
Killinchy Community Centre 	LOCAL Local community meeting place; leisure activities; sports social use Includes pool facility, playground and tennis courts (0.85 ha land area)	142 m ²	\$141k	Moderate >40% Static/declining Basic/non-activated	NBS 34-66 EQ Risk Pre-Quake Assessment	Good PQS score 75% Significant defects noted in report including cracks to foundation, poor paint work, deflected beam & poor SW system Fit for purpose	1900 / 121 yrs.	Rural community meeting place and venue to support participation in leisure and recreation activities Monitor use and operating risks of pool	\$60k for building maintenance & renewals \$73k for playground renewal \$41k for pool maintenance & renewals




Malvern Cluster

Facility Name	Type & Purpose	Size	Value DPRC	Usage Level	Seismic Rating	Condition & Performance	Year Built / Age	Strategic Considerations & Direction	10 Yr. Investment Requirements
Darfield Recreation and Community Centre 	HUB Multi-purpose community & recreation centre with meeting place; recreation programmes/ classes; sports social use Includes sports fields and courts at Darfield Domain and associated facilities (20.4 ha land area) ER function	1,129 m ²	\$1.36m	Moderate >40% Increasing Multi-faceted/ Some activation Caretaker/ booking staff employed	NBS 67-100% DSA	Average PQS score 81% Fit for purpose Interior is tired and dated Few minor defects from condition survey – gutter rusted Recent work to upgrade toilets and kitchen	1980 / 41 yrs.	Consider activation support options Capacity for additional usage if programmed & activated Potential future keystone facility for this cluster	\$283k for building maintenance & renewals Upgrade entrance - \$ 92k in 2021 \$803k for sports field and courts upgrade \$53k playground renewal
Hororata Hall 	LOCAL Local community meeting place; leisure activities, historical information Play centre space (later addition) Heritage building ER function	712 m ²	\$196k	Low <30% Static/declining Basic/non-activated	NBS 34-66% 36% DEE EQ Risk Likely to be EQ prone under new assessment	Good PQS score 70% Cladding repairs after EQ damage Aged and dated building	1894 / 127 yrs.	Preferred option is to rebuild a new facility on the reserve subject to community fundraising & community support Possible transfer for alternative use to other entity if it can be funded without Council investment	Basic maintenance only until new facility built No future capital investment from Council in current building \$2.8 m for new facility (\$2 m community fund raising)
Glenroy Community Hall 	LOCAL Local community meeting place; leisure activities; worship ER function	165 m ²	\$98k	Very Low <10% Static Basic/ non-activated	NBS 34-66% EQ Risk Pre-quake assessment	Good PQS score 76% Accessibility for disabled people is an issue & storage Water supply upgraded to reticulated connection Mainly Fit for purpose	1925 / 96 yrs.	Supports remote rural community as meeting place and venue for activities This facility has very low use and its future network requirement will be monitored	\$74k for building maintenance, renewals & upgrades (storage)

Facility Name	Type & Purpose	Size	Value DPRC	Usage Level	Seismic Rating	Condition & Performance	Year Built / Age	Strategic Considerations & Direction	10 Yr. Investment Requirements
Greendale Community Centre (Greendale Hall) 	LOCAL Local community meeting place; leisure activities; school use; supports sports activities Includes adjacent sports pavilion and sports fields, courts and playground (3.0477 land area) ER function	363 m ²	\$680k	Moderate >30% Increasing Basic/non-activated	NBS 67-100% DSA Seismic work in 2019	Good PQS score 76% Minor defects from condition survey –cracks to exterior cladding Lighting dim Fit for purpose	1936 Pavilion upgraded in 2009 85 & 12 yrs.	Rural community meeting place and venue to support participation in leisure and recreation activities and the outdoor sports use of the domain	\$83k for building maintenance & renewals \$116k for grounds and courts maintenance, renewals and upgrades
Glentunnel Community Centre 	LOCAL Local community meeting place; leisure activities; recreation programmes/classes ER function	467 m ²	\$893k	Moderate >30% Increasing Basic/ currently non-activated - capacity to activate	NBS 67-100%	Good PQS score 83% Minor defects from condition survey –lights not working Mainly Fit for Purpose Lack of storage capacity addressed in 2021 with new shed	2007 14 yrs.	Newer facility in this locality has the potential for extending use Consider facilitated activation options	\$71k for building maintenance & renewals
Sheffield Hall – (Sheffield Community Centre) 	LOCAL Local community meeting place; leisure activities; recreation programmes ER function	475 m ²	\$287k	Moderate >30% Static/declining Basic/non-activated	NBS 67-100% Seismic upgrade in 2019	Good PQS score 76% Defect report notes some water ingress, crack in wall & issues with plumbing Fit for purpose Refurbished as part of seismic work & kitchen upgraded	1901 / 120 yrs.	Local community meeting place and venue to support participation in leisure and recreation activities Possible transfer to local group in the future	\$95k for building maintenance & renewals

Facility Name	Type & Purpose	Size	Value DPRC	Usage Level	Seismic Rating	Condition & Performance	Year Built / Age	Strategic Considerations & Direction	10 Yr. Investment Requirements
Tawera Hall (Springfield) 	LOCAL Local community meeting place; leisure activities; recreation programmes/classes Rifle range (unused)	660 m ²	\$470k	Low <30% Declining Basic/ currently non-activated Some capacity to activate	NBS 34-66% 35% DSA 2020 EQ Risk	Average PQS score 74% Defect report notes step cracking in block work, crack in concrete pillar, issues with plumbing, rotting boards on gable end, down pipes and flashings need attention	1954 / 67 yrs.	Facility has low and declining use and significant costs on the horizon. If use of the facility continues to decline its retention in the network needs to be reviewed	\$205k for building maintenance & renewals

Remote High Country Cluster

Facility Name	Type & Purpose	Size	Value DPRC	Usage Level	Seismic Rating	Condition & Performance	Year Built / Age	Strategic Considerations & Direction	10 Yr. Investment Requirements
Arthurs Pass Community Centre 	LOCAL Local community meeting place; leisure activities ER function	94 m ² plus 14m ² shed	\$70k	Very Low <15% Static Basic/ non-activated	NBS 34-66% EQ Risk Estimate	Good PQS score 74% Some upgrading in 2018 Internal re-lining & insulation needed in lounge, kitchen and library Mainly fit for purpose	1922 / 99 yrs.	Continued low use expected as this facility services a very small and geographically remote community. Retain and maintain as a remote facility. Could be operated under a service level agreement with the Arthurs Pass Community Association (Inc.).	\$25k for building maintenance & renewals \$34k for building improvements in 2022/23
Castle Hill Village Community Centre 	LOCAL Local community meeting place; social functions; leisure activities ER function	130 m ²	\$196k	Low <30% Increasing Basic/non-activated	NBS 67-100% 85% 2018 DSA	Good PQS score 72% Defects report noted rotting barge boards, broken handrail & re-painting work Lacks capacity for growing community Seismic report recommends extra bracing under floor Partially fit for purpose	2002 / 19 yrs.	Community is growing which will see use increase. Capacity being enhanced with planned extension Retain and maintain as a remote facility. Could be operated under a service level agreement with the Castle Hill Community Association (Inc.).	\$68k for building maintenance & renewals Building extension (planned 2021) \$221,000
Lake Coleridge Community Hall 	LOCAL Local community meeting place; social functions; leisure activities ER function	185 m ²	\$82k	Low <25% Increasing Basic/non-activated	NBS 34-66% EQ Risk Estimate	Good PQS score 67% Few defects noted in condition survey report Fit for purpose	1910 / 111 yrs.	Continued low use expected as this facility services a small and geographically remote community. Retain and maintain as a remote facility. Could be operated under a service level agreement with the local community group	\$142k for building maintenance & renewals (including roof)

11.5.9 Sustainable Management

As described in Chapter 17, Council is committed to integrating more sustainable management approaches into the way it works, manages assets and delivers services. Sustainable practices are being incrementally introduced to service delivery where this can be readily achieved as well as incorporating the principles of sustainability into decision making processes.

Approaches to be considered in relation to Community Centres and Halls include the following:

Wellbeing	Sustainable Approach
Environmental	Installation and management of effluent discharge systems that provide good environmental outcomes
Environmental	Use sustainable planting techniques and designs with landscape treatment to reduce watering requirements
Environmental	Use of water capture and recycling systems where this is practical Use of systems (taps, valves) to conserve water use and reduce burden on the discharge system Consider sustainability and “green building” principles when planning new facilities or upgrading existing buildings where this is supported by cost/benefit analysis Install solar panels on buildings where practical to generate electricity
Social	Continued support of community facilities provides venues for social interaction and recreational activities that enhance the feeling of connectivity in communities
Social	Input from volunteers engenders a sense of stewardship of facilities
Social	Community centres and halls in rural communities provide a social hub that contributes to the sustainability of settlements
Social	Continue to provide community centres and halls as venues for recreation and leisure activities that support healthy lifestyles for residents Promote additional use of facilities as places for recreation to get more people involved in physical activities
Economic	Consider passing ownership/management to community-led groups that can bring their own funding streams
Economic	Convert, extend or refurbish existing buildings where this is economically viable
Economic	Look for opportunities to meet multiple demands to reduce the likelihood of duplication (cluster approach)
Economic	Consider overall provision of facilities and each community's ability to pay to ensure facilities are affordable and current and future demand can be met
Cultural	Ensuring heritage features are preserved to provide on-going representation of the social and cultural history of the district

Table 11-14: Community Centres and Halls Sustainable Management

11.5.10 Risk Management

A risk assessment has been undertaken for Community Centres and Halls and this process has identified a number of key risks. Mitigation and action measures to address risks have also been determined. Risk has been considered in the development and prioritisation of forward capital programmes. Risk mitigation measures have been built into maintenance practices and inspections as required.

Critical asset components have been defined and taken into consideration for community centres and halls. Assets with a high level of criticality are given priority in terms of renewal programmes and maintenance inspections. This includes:

- Roof cladding and storm water systems (for weather tightness)
- Toilet facilities
- Electrical systems – fuse box, wiring and appliances

- Waste water systems
- Water supply systems including filters, tanks and pumps
- Stairs and handrails
- HEVAC systems
- Building systems subject to compliance schedules
- Fire systems, alarms and egress

At the facility level criticality has also been assessed which is described in Section 6 of this plan. This considers the emergency response role of the facility and the level of use as key factors to determine criticality.

The introduction of new legislation in the form of The Health and Safety at Work (Asbestos) Regulations (2016) has highlighted potential risk in regards to the identification of asbestos and ACM within Community Centres and Halls.

A comprehensive risk assessment covering Community Centres and Halls is contained in Section 6 of this plan.

11.6 Financial Programmes Summary

This section provides a summary of financial forecasts for Community Centres and Halls over the 10 year planning horizon. Additional detail on financial forecasts and projects is contained in Annex 11A and 11B.

11.6.1 Historical Financial Performance

The following graph shows the financial performance for this activity over the last three years. Exceptions noted are:

2017/18

Opex	Interest costs \$280k lower as West Melton build not completed
Revenue	Unplanned Lottery Grant received of \$500k for Dunsandel CC
Capex	West Melton CC part completed and therefore \$3.6 m under-budget

2018/19

Opex	Interest costs of \$270k & depreciation \$300k lower as West Melton & Lakeside builds completed later than expected; Lincoln Events Centre \$240k under - interest and staff costs
Revenue	Rata Foundation Grant received of \$250k for West Melton CC; \$80k grants received for Lakeside
Capex	Lakeside over budget by \$700k & Sheffield Hall seismic work \$345k over budget due to unforeseen works

2019/20

Opex	Interest costs (Selwyn SC, LEC, Dunsandel) of \$610K & depreciation \$436K lower as builds slower than anticipated and loan costs shown below the bottom line; Opex projects \$354 under-budget
Revenue	Close to target
Capex	Rolleston CC \$240k to refurbish Library space did not proceed; West Melton completed \$178k under; Provisional sum for seismic work underspent by \$422k

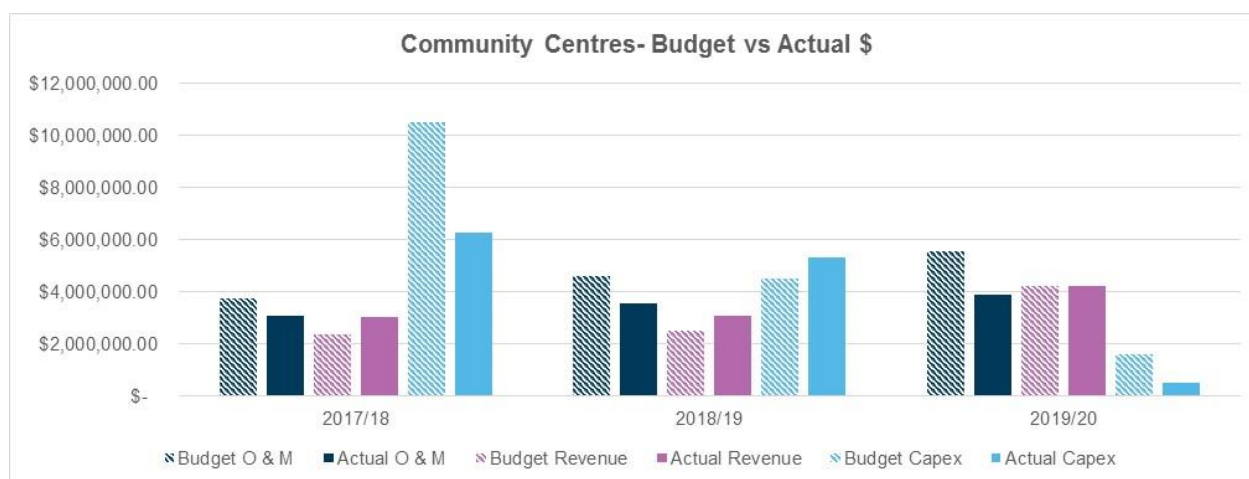


Figure 11-4: Community Centres and Halls – Budget vs Actual \$

11.6.2 Operations and Capital

Table 11-15 provides a summary of the total expenditure requirements for Community Centres and Halls over the 10 year planning period.

Financial Summary	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Operating											
Total Operating Revenue	909,838	1,185,090	1,143,490	3,143,490	1,165,290	1,203,290	1,241,790	1,241,790	1,241,790	1,241,790	1,241,790
Total Opex	4,834,947	4,724,992	4,883,739	4,931,147	4,843,772	5,182,380	5,200,889	5,308,539	5,180,662	5,097,508	4,954,716
Depreciation	1,663,121	1,008,834	1,045,697	1,117,761	1,160,985	1,315,028	1,366,090	1,418,188	1,501,508	1,558,984	1,592,553
Operating Surplus/Deficit	-5,588,230	-4,548,736	-4,785,946	-2,905,418	-4,839,467	-5,294,118	-5,325,189	-5,484,937	-5,440,380	-5,414,702	-5,305,479
Capital											
Capital Renewals	512,351	290,020	255,750	74,564	155,520	129,760	478,060	408,356	676,144	642,150	548,210
New Capital - Improved LOS	1,521,240	758,500	437,946	4,831,383	2,489,699	5,411,356	525,000	65,460	60,000	60,000	60,000
New Capital - Growth	48,724	10,000	30,000	395,340	12,500	0	0	0	25,000	0	0
Total Capex	2,082,315	1,058,520	723,696	5,301,287	2,657,719	5,541,116	1,003,060	473,816	761,144	702,150	608,210

Table 11-15: Community Centres and Halls Financial Summary

Figure 11-5 below sets out the summary forecast for total expenditure (operations and capital) for the 10 year planning period.

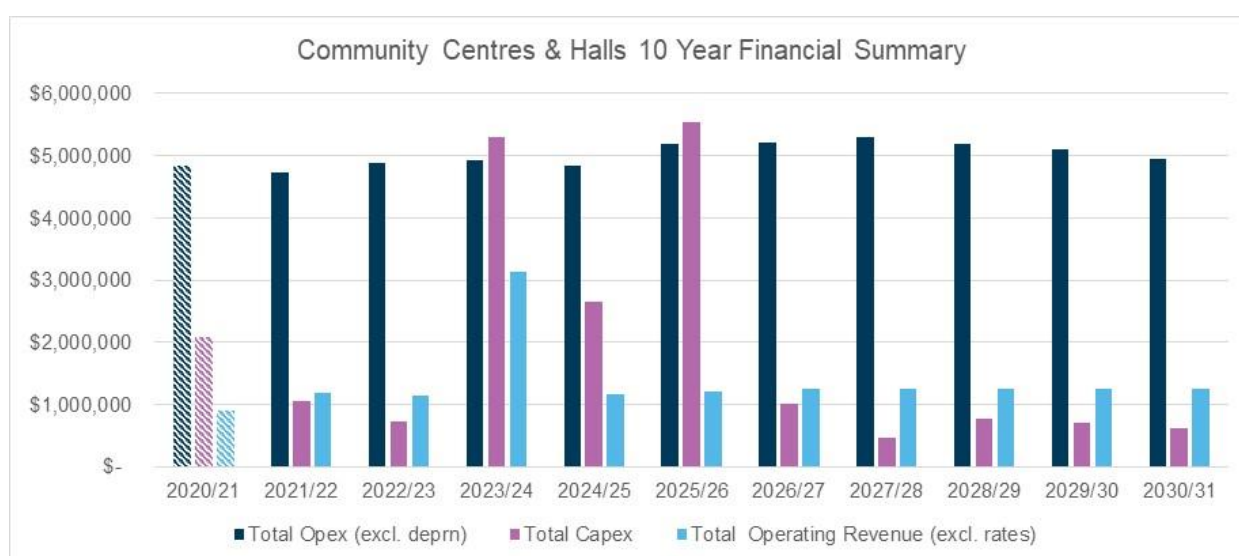


Figure 11-5: Community Centres and Halls 10 Year Expenditure Summary

Community Centres and Halls Key Financial Projects/Programmes

Location / Facility	Project Description	Timing	\$	Comment
District Wide	Asset renewals	2021 - 2030	3.7m	Building asset renewal programme over the 10 year period
District Wide	Building cyclical maintenance	2021 - 2030	2.5m	Programme to maintain buildings to a serviceable standard
Prebbleton	New Facility	2025 - 2026	5.7m	To meet growth & level of service requirements
Leeston	New Facility	2023 - 2024	4.3m	To meet community demand (no current facility) – combined with library
Darfield	Sports facilities	2021-22 2026-27	0.73m	Training lights and irrigation
Hororata	New Facility	2023 - 2024	2.8m	New facility to be located on the reserve
Mead	Seismic & building upgrade	2021-22	0.19m	Seismic strengthening and internal upgrade

Table 11-16: Community Centres and Halls – Key Financial Projects/Programmes

11.6.3 Funding

Council adopted a new funding approach with a district wide rating system for community centres and halls introduced from the 2018/19 year. This provides for a standard targeted rate applied across the district to fund the community centres and halls service. This approach more closely aligns costs with those who receive the benefit and alleviates concerns that previous funding policies were not sustainable in the long term, particularly in smaller rural communities where the cost of provision was distributed over a small number of households.

The community centres and hall targeted rate for 2021-30 has been set at \$175 (including GST) per rating unit and no increase is signalled over the 10 year planning horizon.

The Finance and Revenue Policy relating to Community Centres and Halls (as described in the Long Term Plan) states that costs will be funded as follows:

Specific Area Community Centres and Halls Operating Costs - The annual costs of operating community centres and halls are 100% funded from; a district wide targeted rate (high >80%), or user charges (low <20%), as appropriate. User charges are applied under a standardising charging regime across the network.

The public good element of the activity is recognised by funding Council support services to this activity from the general rate.

Specific Area Community Centres and Halls Capital Costs - The capital costs of upgrading and enhancing community centres and halls across the network are funded by levying a district wide targeted rate at a level that funds the capital deemed appropriate. Cash reserves accumulated over time from this source are used to fund capital projects. Development contributions can be applied to this area for upgrades where; halls are located on or associated with the use of a designated reserve, and where these are required as a direct consequence of growth. Other sources of funding are borrowing (for larger capital projects with loan costs met from the community centres and hall rate) and grants (where available).

District Community Centres and Hall Management - Both operating and capital costs are 100% funded from general rates or general funds. The rationale for the funding allocation is that the benefits of this function apply to all District residents and, because of the general public good, such costs are funded by the general rate.

The table below sets out the operating funding requirements for community centres and hall over the 10 year period. This indicates that around 76-80% of costs are funded from rates and 20-23% from hires and charges.

Funding Type	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Specific Rates	3,768,739	3,909,276	4,049,813	4,168,571	4,287,328	4,406,085	4,524,842	4,643,600	4,764,169	4,884,739
Donations/Grants	3,730	3,730	2,003,730	3,730	3,730	3,730	3,730	3,730	3,730	3,730
Hires/Charges/Leases	1,181,360	1,139,760	1,175,760	1,179,560	1,199,560	1,238,060	1,238,060	1,238,060	1,238,060	1,238,060
Total Income	4,953,829	5,052,766	7,229,303	5,351,861	5,490,618	5,647,875	5,766,632	5,885,390	6,005,959	6,126,529

Table 11-18: Community Centres and Halls Operational Funding Sources

Proposed indicative funding plans for each of the major projects is shown below:

Location / Facility	Capex \$	DC	External Grants	Donations & fund raising	Other sources	Loan for Balance
Prebbleton	\$5.7m	21%	4%	0	5%	70%
Leeston	\$4.3m	12%	0	0	0	88%
Hororata	\$2.8m	8%	0	67%	12%	13%

Table 11-19: Indicative Funding Plans for Major Community Centres and Halls Projects.

Annex 11A Community Centres and Halls 10 Year Financial Forecast

Community Centres and Halls 10 Year Financial Forecast

Community Centres & Halls 10 Year Financial Forecast												
	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	10 Yr Total
Operating Revenue												
Income from Operations	909,838	1,185,090	1,143,490	3,179,490	1,183,290	1,203,290	1,241,790	1,241,790	1,241,790	1,241,790	1,241,790	14,103,600
Total Operating Revenue	909,838	1,185,090	1,143,490	3,179,490	1,183,290	1,203,290	1,241,790	1,241,790	1,241,790	1,241,790	1,241,790	14,103,600
Opex												
Staff Costs												
Other Operating Expenditure												
Routine Maintenance & Operations	2,148,953	2,816,676	2,770,833	2,767,340	2,822,482	2,878,194	2,928,202	2,915,509	2,910,821	2,910,821	2,910,821	28,631,699
District Wide Operating Costs	225,418	58,428	58,428	58,428	58,428	58,428	58,428	58,428	58,428	58,428	58,428	584,280
Interest Cost on Loans	368,250	188,388	370,963	426,113	478,963	511,988	543,151	522,926	502,188	480,938	459,163	4,484,781
Total Other Operating Expenditure	2,742,621	3,063,492	3,200,224	3,251,881	3,359,873	3,448,610	3,529,781	3,496,863	3,471,437	3,450,187	3,428,412	33,700,760
Support Costs	1,395,083	1,450,790	1,466,190	1,434,316	1,369,329	1,356,495	1,353,158	1,341,466	1,340,720	1,359,371	1,345,384	13,817,219
Operating Projects												
Scheduled Maintenance Projects	687,996	190,710	196,325	236,450	109,570	356,275	309,450	440,210	347,505	279,450	175,920	2,641,865
Asset Management Projects	9,247	20,000	21,000	8,500	5,000	21,000	8,500	30,000	21,000	8,500	5,000	148,500
Total Operating Projects	697,243	210,710	217,325	244,950	114,570	377,275	317,950	470,210	368,505	287,950	180,920	2,790,365
Total Opex	4,834,947	4,724,992	4,883,739	4,931,147	4,843,772	5,182,380	5,200,889	5,308,539	5,180,662	5,097,508	4,954,716	50,308,344
Operating Surplus/Deficit (excl. deprn)	-3,925,109	-3,539,902	-3,740,249	-1,751,657	-3,660,482	-3,979,090	-3,959,099	-4,066,749	-3,938,872	-3,855,718	-3,712,926	-36,204,744
Depreciation												
Depreciation	1,663,121	1,008,834	1,045,697	1,117,761	1,160,985	1,315,028	1,366,090	1,418,188	1,501,508	1,558,984	1,592,553	13,085,628
Operating Surplus/Deficit (incl. deprn)	-5,588,230	-4,548,736	-4,785,946	-2,869,418	-4,821,467	-5,294,118	-5,325,189	-5,484,937	-5,440,380	-5,414,702	-5,305,479	-49,290,372
Capex												
Capital Renewals	512,351	290,020	255,750	74,564	155,520	129,760	478,060	408,356	676,144	642,150	548,210	3,658,534
New Capital - Improved LOS	1,521,240	758,500	437,946	4,831,383	2,489,699	5,411,356	525,000	65,460	60,000	60,000	60,000	14,699,344
New Capital - Growth	48,724	10,000	30,000	395,340	12,500	-	-	-	25,000	-	-	472,840
Total Capex	2,082,315	1,058,520	723,696	5,301,287	2,657,719	5,541,116	1,003,060	473,816	761,144	702,150	608,210	18,830,718
Total Capital Revenue	0	0	0	0	0	0	0	0	0	0	0	0
Growth Opex	0	869,476	0	67,838	118,521	101,480	80,925	0	0	0	0	1,238,240

Annex 11B Community Centres and Halls Project Summary

Community Centres Project Summary											
Facility	Project Description	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Renewal Projects											
Community Centres District	Fire System Renewal	-	-	2,164	-	-	-	24,286	7,794	-	-
Community Centres District	Appliance Renewal	17,400	17,400	17,400	17,400	62,150	62,150	62,150	93,750	93,750	93,750
Arthurs pass	Heaters Replacement	-	6,000	-	-	-	-	-	-	-	-
Broadfield	Replace Picnic tables	-	-	1,800	-	-	-	-	-	-	-
Broadfield	Space Heaters	-	-	-	-	-	-	-	12,400	-	-
Broadfield	Fencing renewal	-	-	3,500	-	-	-	-	-	-	-
Broadfield	Playground Renewal	-	-	39,200	-	-	-	-	-	-	-
Broadfield	Building Fitout Renewal	-	-	-	-	-	-	-	6,900	-	-
Broadfield	Building Envelope Renewal	-	-	-	-	-	-	-	-	-	25,950
Castle Hill	Replace Heating	-	-	-	-	-	-	-	-	-	6,200
Castle Hill	Building Fitout Renewal	-	-	-	-	-	-	-	13,500	-	4,000
Castle Hill	Building Envelope Renewal	-	-	-	-	-	-	-	17,800	-	-
Darfield	Chair and Table replacement	7,000	7,000	-	-	-	-	-	-	-	-
Darfield	Floor Coverings Replacement	30,000	-	-	-	-	-	-	-	-	-
Darfield	Heaters renewal	20,000	-	-	-	-	-	8,760	-	-	-
Darfield	Replace Park Furniture	-	-	-	8,000	-	-	-	-	-	-
Darfield	Resurface Netball Courts	-	-	-	-	-	78,000	-	-	-	-
Darfield	Renew timber barriers	15,000	-	-	-	-	-	-	-	-	-
Darfield	Renew Play Equipment	-	-	-	40,000	-	-	-	-	13,500	-
Darfield	Replace Curtains	4,000	-	-	-	-	-	-	-	-	-
Darfield	Reseal Tennis Club Car Park	24,200	-	-	-	-	-	-	-	-	-
Darfield	BridgeRenewal	-	-	-	-	13,500	-	-	-	-	-
Darfield	Toilet block renewal	-	-	-	-	-	-	-	267,500	-	-
Darfield	Building Fitout Renewal	12,320	-	-	-	-	-	107,130	-	-	-
Darfield	Building envelope renewal	-	-	-	-	-	-	6,000	-	-	-
Darfield	Path renewals	-	-	-	46,530	-	-	-	-	-	-
Doyleston	Building Fitout Renewal	-	-	-	-	-	-	-	13,600	-	-
Doyleston	Building Envelope Renewal	-	-	-	-	-	-	-	1,400	-	-
Dunsandel	HVAC Renewal	-	-	-	-	-	-	25,600	-	-	-
Dunsandel	Building Fitout Renewal	-	-	-	5,400	-	-	3,050	-	26,200	-

Renewal Projects (continued)											
Facility	Project Description	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Glenroy	Building Fitout Renewal	-	-	-	-	13,500	-	-	-	-	-
Glentunnel	HVAC Renewal	-	-	-	-	-	-	1,920	-	-	-
Glentunnel	Building Fitout Renewal	-	-	-	-	-	-	36,700	-	-	-
Glentunnel	Building Envelope Renewal	-	-	-	-	-	-	4,500	-	-	-
Greendale	Astrograss Pitch	12,000	-	-	-	-	-	-	-	-	-
Greendale	Playground Equipment	3,500	-	-	-	-	-	-	-	10,000	-
Greendale	Seat Renewal	-	-	-	-	-	-	-	-	4,000	-
Greendale	Replace Curtains	-	-	-	-	-	-	4,500	-	-	-
Greendale	Replace Heating	-	-	-	-	-	-	-	11,240	-	-
Greendale	Reseal Entrance Drive - Chipseal	-	-	-	-	3,500	-	-	-	-	-
Greendale	Building Fitout Renewal	-	-	-	-	-	27,300	-	2,200	-	-
Greendale	Building Envelope Renewal	-	-	-	-	-	500	-	-	-	-
Greendale	Tennis Court Resurface	33,900	-	-	-	-	-	-	-	-	-
Greenpark	Heaters Replacement	-	-	-	-	-	-	6,200	-	-	-
Greenpark	Resurface Tennis Courts	-	-	-	-	-	83,900	-	-	-	-
Greenpark	NewTennisCourtFence	-	-	-	-	-	23,660	-	-	-	-
Halket	Renew Pool Pumps	-	-	-	-	-	1,200	-	-	-	-
Halket	Pool toilet fittings	-	-	-	-	9,500	-	-	-	-	-
Halket	Pool Valves	-	-	-	2,300	-	-	-	-	-	-
Halket	Reseal Carpark	-	-	-	4,620	-	-	-	-	-	-
Halket	HVAC Renewal	-	-	-	-	-	-	-	-	-	2,100
Halket	Building Fitout Renewal	-	-	10,500	-	3,100	-	-	10,150	-	24,100
Halket	Building Envelope Renewal	-	-	-	-	-	-	-	-	-	1,950
Kilinchy	Childrens Playground	-	-	-	-	-	-	-	-	53,500	-
Kilinchy	Renew Pool Pump	-	-	-	-	2,500	-	-	-	-	-
Kilinchy	Upgrade Sand Filter - Pool	-	-	-	-	-	-	-	-	-	5,000
Kilinchy	ChemicalDosingPump	-	-	-	1,500	-	-	-	-	-	-
Kilinchy	Poolvalves	-	-	-	2,100	-	-	-	-	-	-
Kilinchy	Building Fitout Renewal	-	-	-	-	-	-	-	-	-	12,200
Kilinchy	Building Envelope Renewal	-	-	-	-	-	5,450	-	-	-	-
Lake Coleridge	ReplaceCurtains	-	-	-	1,000	-	-	-	-	-	-
Lake Coleridge	Building Fitout Renewal	4,850	-	-	-	-	-	-	33,400	-	-
Lake Coleridge	Building Envelope Renewal	-	-	-	-	-	-	-	-	-	36,200
Lake Coleridge	Car Park reseal	-	-	-	-	-	-	-	-	14,400	-

Renewal Projects (continued)											
Facility	Project Description	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Lakside	Building Fitout Renewal	-	-	-	-	-	-	-	-	1,500	-
Ladbrooks	Building envelope renewal	-	-	-	-	-	-	-	-	29,050	-
Ladbrooks	Building Fitout Renewal	7,050	-	-	-	-	-	49,000	-	-	-
LEC	Heat Pumps	68,000	-	-	-	-	11,200	-	-	78,180	66,000
LEC	Building Fitout Renewal	-	-	-	-	-	184,700	-	-	175,370	-
Mead	Renew Heaters	1,700	-	-	-	-	-	-	-	-	-
Mead	Building Fitout Renewal	25,900	-	-	-	-	-	-	-	-	10,800
Mead	Building Envelope Renewal	-	-	-	-	-	-	-	-	-	500
Rolleston	Heating	-	33,900	-	-	-	-	-	-	-	-
Rolleston	Building Fitout Renewal	-	182,000	-	-	-	-	62,500	-	-	-
Rolleston	Building Envelope Renewal	-	-	-	-	-	-	-	-	-	14,400
Rolleston Sports	HVAC Renewal	-	-	-	-	-	-	-	-	-	100,000
Rolleston Sports	Building Fitout Renewal	-	-	-	-	-	-	-	40,000	25,000	60,000
Sheffield/Waddington	Replace Heaters	-	-	-	-	-	-	-	-	-	14,260
Sheffield/Waddington	Replace Curtains	-	-	-	-	1,300	-	-	-	-	-
Sheffield/Waddington	Building Fitout Renewal	3,200	-	-	-	-	-	-	-	-	19,200
Southbridge	Heating System	-	-	-	-	4,360	-	-	2,700	-	-
Southbridge	Outdoor Furniture Renewal	-	-	-	-	-	-	-	-	5,400	-
Southbridge	Building Fitout Renewal	-	-	-	-	-	-	-	59,750	-	-
Springfield	Reseal carpark	-	-	-	26,670	-	-	-	-	-	-
Springfield	Replace Heaters	-	-	-	-	-	-	4,560	-	-	-
Springfield	Building Fitout Renewal	-	-	-	-	-	-	1,500	6,900	-	-
Springfield	HVAC Renewal	-	-	-	-	-	-	-	-	60,200	-
Springfield	Building Fitout Renewal	-	-	-	-	-	-	-	-	21,200	-
Tawera	HVAC Renewal	-	-	-	-	-	-	-	-	3,200	-
Tawera	Building Fitout Renewal	-	-	-	-	10,200	-	-	-	27,700	13,400
Tawera	Building Envelope Renewal	-	-	-	-	-	-	-	-	-	38,200
Tawera	Car Park reseal	-	9,450	-	-	-	-	-	-	-	-
West Melton	HVAC Renewal	-	-	-	-	-	-	-	47,260	-	-
West Melton	Building Fitout Renewal	-	-	-	-	6,150	-	-	27,900	-	-
Total Renewal Projects		290,020	255,750	74,564	155,520	129,760	478,060	408,356	676,144	642,150	548,210

Community Centres Project Summary											
Facility	Project Description	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
New Capital - Improved LOS											
District Wide	Energy Initiative	-	-	-	-	-	40,000	-	-	-	-
Arthurs pass	Building improvements	-	34,000	-	-	-	-	-	-	-	-
Broadfield	Water Filter	12,000	-	-	-	-	-	-	-	-	-
Darfield	Centre Entrance Upgrade	40,000	-	-	-	-	-	-	-	-	-
Darfield	Sports Field Irrigation	-	-	-	-	-	425,000	-	-	-	-
Darfield	Sports Field Lighting	300,000	-	-	-	-	-	-	-	-	-
Glenroy	Storage Area	-	-	-	-	10,500	-	-	-	-	-
Greendale	Basket Ball Hoop	5,000	-	-	-	-	-	-	-	-	-
Greendale	Shed Extension	-	10,000	-	-	-	-	-	-	-	-
Greendale	Walkway/Gateway	-	-	-	2,000	-	-	-	-	-	-
Greendale	Entrance Upgrade	-	-	5,000	-	-	-	-	-	-	-
Greenpark	Play equipment	-	-	-	40,000	-	-	-	-	-	-
Hororata	New Facility Construction	-	146,446	2,707,008	-	-	-	-	-	-	-
Kilinchy	Heat Pump	6,000	-	-	-	-	-	-	-	-	-
Lakeside	Irrigation Installation	-	-	9,500	-	-	-	-	-	-	-
Lakeside	Fencing	4,000	-	-	-	-	-	-	-	-	-
Lakeside	Viewing Platform	20,000	87,500	-	-	-	-	-	-	-	-
Leeston	Building Works	87,500	100,000	2,049,875	2,049,875	-	-	-	-	-	-
Mead	Seismic Strengthening	157,000	-	-	-	-	-	-	-	-	-
Prebbleton	New Community Centre	-	-	-	-	5,115,640	-	-	-	-	-
Prebbleton	Construction Design & Consents	-	-	-	337,824	225,216	-	-	-	-	-
Rolleston	Recreation Equipment	7,000	-	-	-	-	-	-	-	-	-
Rolleston	Refurbish Library space	60,000	-	-	-	-	-	-	-	-	-
Rolleston Sports	Equipment Purchase	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Springston	Upgrade Kitchen	-	-	-	-	-	-	5,460	-	-	-
West Melton	Sports & Leisure Centre Equipment	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Total New Capital - Improved LOS		758,500	437,946	4,831,383	2,489,699	5,411,356	525,000	65,460	60,000	60,000	60,000
New Capital - Growth											
Broadfield	Develop reserve extension	10,000	30,000	395,340	-	-	-	-	-	-	-
Lakeside	Overflow Car Park	-	-	-	12,500	-	-	-	-	-	-
Rolleston Sports	Solar Panels	-	-	-	-	-	-	-	25,000	-	-
Total New Capital - Growth		10,000	30,000	395,340	12,500	0	0	0	25,000	0	0