



Recreation Facilities

Activity Management Plan

2027-37

Author: Mike Wrigley
Authoriser: Nigel Trainor
Date finalised: <<insert date>>
Doc no: <<#>>

Contents

PART 1: STRATEGIC MANAGEMENT	2
ABOUT THIS ACTIVITY	3
STRATEGIC ALIGNMENT.....	6
PART 2: PERFORMANCE MANAGEMENT (LEVELS OF SERVICE)	10
LEVELS OF SERVICE FOR 2027-37	10
PROPOSED CHANGES TO ACTIVITIES, PROJECTS AND LEVELS OF SERVICE.....	11
PART 3: ACTIVITY MANAGEMENT	12
OVERALL MANAGEMENT	12
WORKFLOW MANAGEMENT	12
SYSTEMS MANAGEMENT	13
INFORMATION MANAGEMENT	14
COMMERCIAL MANAGEMENT	14
COMMUNICATION MANAGEMENT	15
PART 4: ASSET MANAGEMENT	16
ASSET MANAGEMENT OVERVIEW	16
ASSET MANAGEMENT PLAN (IF RELEVANT).....	17
PART 5: FINANCIAL MANAGEMENT	17
TEN YEAR OPERATING AND CAPITAL BUDGET.....	17
PLANNED CAPITAL EXPENDITURE FOR KEY CAPITAL PROJECTS.....	25
FUNDING CONSIDERATIONS	26
PART 6: RISK AND OPPORTUNITY MANAGEMENT	29
PART 7: NEW PROJECTS OR PROGRAMMES INVESTMENT SUMMARY	33

Part 1: Strategic Management

About this Activity

The range of activities delivered through Timaru District Council's Recreational Facilities enhances the wellbeing and resilience of its citizens and communities. We contribute to safe, healthy and inclusive communities by providing high-quality gym and aquatic facilities, and sports and recreation opportunities. Our activities aim to ensure all citizens have the opportunity to participate in community become stronger, more resilient, and healthy, so that the Timaru district becomes a better place to live and recreate.

What does it deliver to our community?

Recreational facilities are community-facing activities focused on delivering quality health, wellbeing, fitness and recreational opportunities in the district. We achieve this through the provision of assets, services and programs for the broader community at the Caroline Bay Aquatics Centre (CBay), the district pools (Temuka, Geraldine and Pleasant Point), the gym and Aorangi Stadium. CBay operates 99 hours per week and is open 363 days per year. Aorangi Stadium is available for hire all year round the three seasonal pools and Māori park open for a 17-week summer season.

Caroline Bay Trust Aoraki Centre (CBay) is located at Maori Park on Te Weka Street. CBay opened in July 2012 at a cost of \$23.5 million. It incorporates the former Maori Park 50m outdoor pool and an indoor complex featuring a 10 lane 25m lap pool, a 17m x 11m Program pool, a 250m² leisure pool with a lazy river. The facility also includes a learn to swim area as well as an attached toddlers pool and wet playground, a chillax area featuring a 20m² spa pool, a steam room and a sauna. There is also a Fitness facility located upstairs. The fitness area includes a 500m² fitness gym with associated cardio and strength equipment, purpose-built group fitness and cycle fitness studios as well as associated storage areas, changing rooms, toilets, staff offices and assessment rooms. The facility also contains a Program room (~120m²), a café, staff offices, reception area, staff room, wet and dry changing areas, toilets and a retail shop.

Temuka Pool is located in the Temuka Domain. This pool was upgraded to a 25m pool plus learners pool in 2020. Both pools and the mechanical plant room are in excellent condition, and this facility will require minimal capital investment over the next decade. Temuka pool has an expected useful life of 20-25 years.

Geraldine Pool is located in Cox Street, Geraldine. It contains a 25m pool, learners pool and a warmer small pool. Its condition is excellent and it has an expected useful life of 20 – 25 years. The filtration system for the learner's pool was upgraded in 2023. The current LTP has budget to replace the pool liners which will help extend the pool's useful life.

Pleasant Point Pool is in Harris Street, Pleasant Point and was upgraded during 2009, including a 25m pool and learners/toddlers pool with LPG heating. It has an expected useful life of 05-10 years. The pools' heating and filtration system were due for a budgeted upgrade in the 22/23 FY however this project was cancelled and the capital investment was used elsewhere. The gas conversion to electric heat pumps and associated infrastructure work would cost \$250,000 and a replacement filtration system approximately \$80,000. Due to the aging pool lining installed in 2009 approaching end of useful life, this is also requiring replacement at a cost of \$250,000.

Aorangi Stadium is currently undergoing a \$24.5 million dollar upgrade to alleviate increased demand for court hire. At completion it will consist of a brand new 8 court sports hall, a single-story link building which contains a 220m² function room, a 180m² hireable gym, 8 changing rooms, 2 offices and a new reception area. The original 3 court stadium has also been earthquake strengthened and upgraded, meaning there are 11 available courts in two separate halls allowing for multiple bookings to occur at the same time. It was previously owned and operated by the Aorangi Stadium Trust. Timaru District Council (TDC) took over operational management of the facility in February 2012 however ownership is still retained by the Trust. Aorangi Stadium also contains a basic fitness studio which is available for hire by non-profit groups, several tenanted rooms (main tenants are Sport South Canterbury, South Canterbury Basketball and Hockey SC). It has an expected useful life of 40 – 50 years.

Why active recreation is important

We are fortunate to have a wide range of choices when it comes to active recreation in the Timaru District; walking, swimming, cycling, equipment-based exercise, fishing, running, and more. It is a popular way in which our community connects with each other and connects with the natural environment. Indoor facilities such as community fitness centers, gyms and indoor and outdoor swimming pools are also used for active recreation purposes. Active recreation contributes to our local identity and is a part of where we have come from and who we are today. Some of our favourite active recreation assets such as CBay and the Aorangi Stadium have put us on the map, providing awesome experiences for our local community and visitors to the district, amongst the depth and breadth of outstanding local opportunities we have in our patch of Timaru's paradise. Regular active recreation participation impacts physical, mental and emotional wellbeing across all ages, but particularly those older adults who may no longer be in active work environments. It keeps them well for longer and allows them to stay connected to their communities and age in place. Physical well-being is the biggest motivation to participate in active recreation for older people, children, and young people. Active recreation is where our community participates in physical activity that best meets their needs, without the pressure of a competitive or structured environment. This contributes to creating a strong and thriving Timaru. Council's role in

active recreation is as an enabler and partner, working together to create a difference. This includes providing places, spaces and activities that enable opportunities for more people to be active in their daily lives.

The Timaru District Council Recreation Facilities goal is to provide fit-for-purpose, adaptable district or local recreation complexes to enable health and wellbeing outcomes for the community including programs for recreational and competitive swimmers, water safety skills, fitness opportunities and team sport users.

Objectives

- 1 To provide high quality recreational facilities and activities that cater to a wide range of ages and demographics
- 2 To provide for a range of users' differing requirements within designated aquatic recreational spaces, team sports court facilities and fitness centers.
- 3 To provide an affordable level of service appropriate to customers' needs
- 4 To operate the facilities safely and efficiently within the overall activity budget.

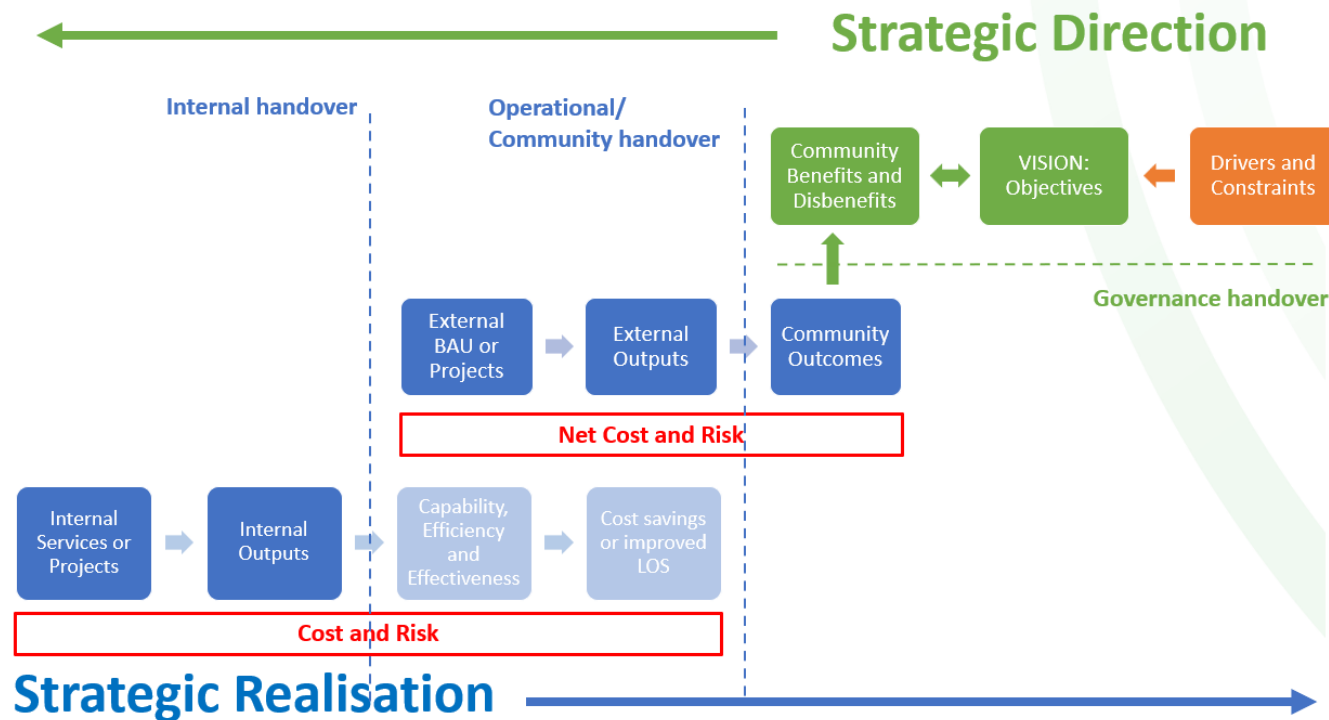
The service we provide

The levels of service provided to the community include:

- Safe and clean public swimming pools that meet the community needs
- Learn to swim programs for children and young people
- Aqua fitness classes
- Personal training, group fitness and autonomous training activities and spaces
- Safe and appropriate indoor court space
- Safe and appropriate facilities for fitness

Measurement of these service levels is a combination of PoolSafe certification, customer and district satisfaction, aqua fitness programs, and visitor numbers.

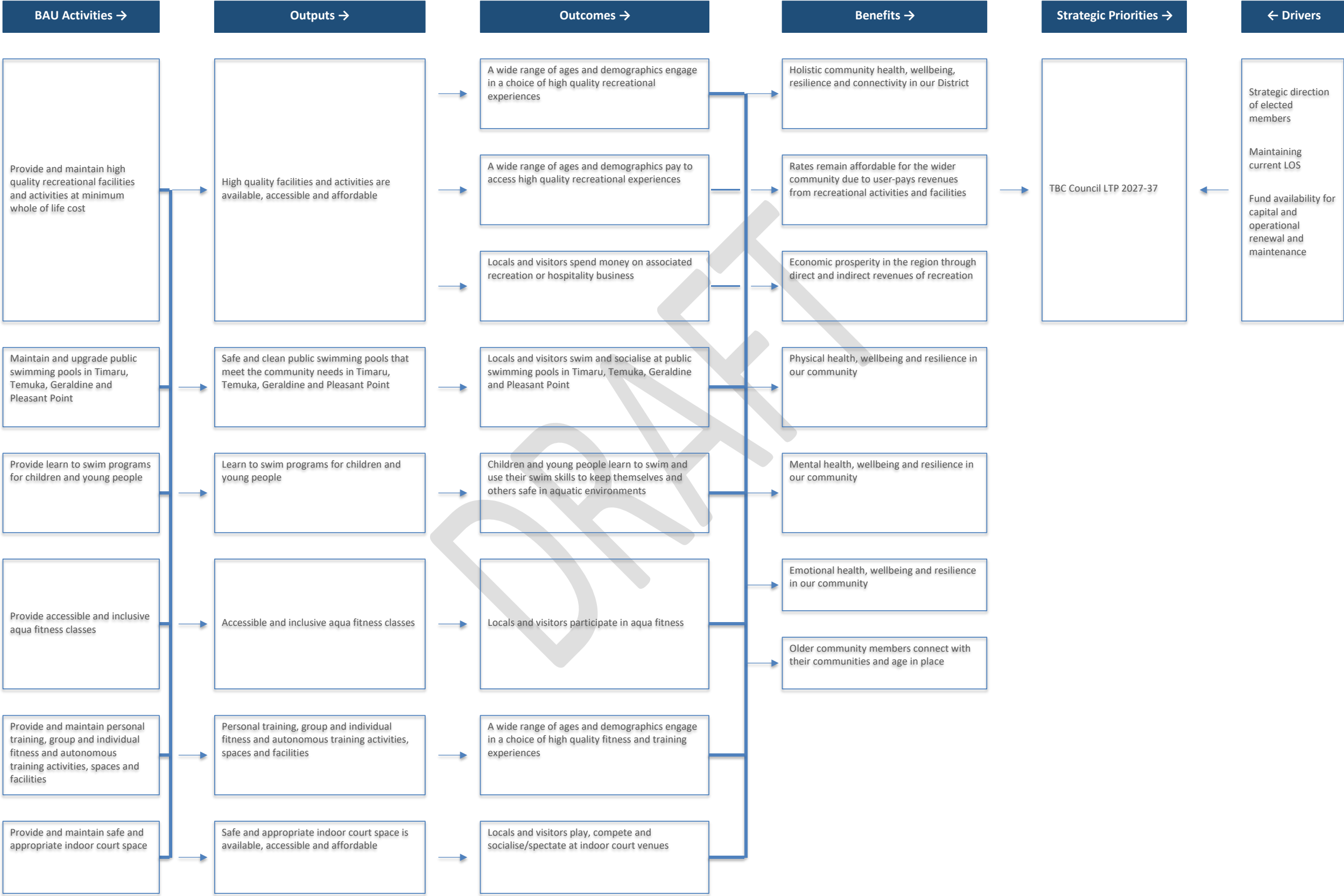
Strategic Alignment



NB Note that Outcomes and Benefits for *internal* services or projects will *also* be internal in the form of enabling capability, efficiency or effectiveness in *other* business units who can then improve or maintain a LOS or realise cost savings. Outcomes and Benefits for internal services or projects should therefore describe the opportunities they enable *across other business units*.

How does this activity contribute towards Council/your key stakeholders' stated strategic priorities for 2027-37?

Recreation Facilities – BAU Activities: Strategic Alignment Map





Projects →	Outputs →	Outcomes →	Benefits →	Strategic Priorities	← Drivers
<i>Describe your unique, time-limited action/s (e.g. build, create, maintain, operate, review, process, advocate, prepare, monitor...)</i>	<i>Describe your resulting service, product, programme, facility, opportunity, resource, assets (single or network)...</i>	<i>Describe how your internal or external stakeholders use the Output following operational handover</i>	<i>Describe the benefit arising from your internal/external stakeholders' activities</i>	<i>E.g. Community Outcomes per LTP 2024-34, and as per any activity strategy, and as defined by other regulators/funders (e.g. NZTA, Taumata Arowai, ECan, MBIE etc)</i>	<i>Incl. legislative, policy, strategy; incl. economic, environmental, social, cultural, financial</i>

Commented [RO1]: See #1844953 for examples. NB you do not need to repeat Strategic Priorities, Drivers, Outcomes and Benefits in every row for which they are relevant. Typically you will have a small number of Strategic Priorities and Drivers, a small number of internal/external stakeholder Outcomes and Benefits, and a larger number of Activities/Projects and Outputs contributing to one or more of your Outcome/Benefit/Priority/Driver sequences.

Commented [RO2]: Are there any?

What are the key constraints, dependencies and assumptions for this activity for the next ten years?

Constraints	What are the implications?	How is this being managed?
Fund availability for capital and operational renewal and maintenance	As the facility ages there is a higher dependency on depreciation funds to maintain facilities	AMP, Building maintenance reports. Request for capital investment in LTP 27-37.
Dependencies	What are the implications?	How is this being managed?
Strategic direction of elected members and officers is aligned	Without aligned direction, progress on Recreation Facilities may be hindered.	Clear, concise requests in LTP to ensure thorough understanding of the needs of Recreation Facilities. And prioritisation aligned to elected members' strategic direction
Assumptions	What are the implications?	How is this being managed?

Commented [RO3]: To what extent has depreciation been funded, are there reserves?

Council will continue to deliver current levels of service	With increased depreciation and interest payments on the Stadium upgrade, Rec facilities will be requesting more rates in future years	Keeping controllable operating costs as lean as possible and increasing rates revenue to cover the additional operating costs of the new stadium

Who are the key stakeholders for this activity?

This activity has a significant or strategic relationship with the following:

Group/Organisation	Nature of relationship
General Public	Ratepayer funded facilities: Customers of Pools, Learn to Swim, swim squad, Gym, Café, Aorangi stadium
Swim Timaru and other Swim clubs	Users of CBay and summer (district) pools
Schools	Use of pool for water safety NZ, hire for school swim sports
Council	Owner of assets; management function; funding and legislation
Recreation Aotearoa	Yearly audit of all pools to meet standards, Accreditation of Lifeguards
Recreation Facility members	Paying members and users of facilities
Sport Canterbury	Tenant and hirer of Aorangi Stadium; referrers and occasional funders

Part 2: Performance Management (Levels of Service)

Levels of service for 2027-37

Performance Measure	Levels Of Service	Community or Technical LOS (C/T)	Benchmarks (Targets)	Future Performance Targets				Method of Measurement (where & how)
				Year 1 2027/28	Year 2 2028/29	Year 3 2029/30	Years 4-10 2030/37	
Pools								
Visitors to CBay	Recreation and leisure facilities, programmes and materials are accessible to residents and visitors	C		330,000	330,000	330,000	330,000	Door counter/ POS
Visitors to Pleasant Point Community Pool		C		4,500	4,500	4,500	4,500	Door counter/ POS
Visitors to Geraldine Community Pool		C		11,500	11,500	11,500	11,500	Door counter/ POS
Visitors to Temuka Community Pool		C		7,500	7,500	7,500	7,500	Door counter/ POS
Aqua Fitness classes participant numbers		C		10,000	10,000	10,000	10,000	Door counter/ POS
Aquatic water skills for life participant numbers (formerly swim for life)		C		2,000	2,000	2,000	2,000	Registrations
Aquatic learn to swim enrolments participant numbers		C		2,800	2,800	2,800	2,800	Registrations
CBay Fitness Memberships		C		1,200	1,200	1,200	1,200	Database
CBay Group Fitness class participants		C		57,600	57,600	57,600	57,600	Door counter/ POS
Swimming Pools (biennial resident survey)	Provide a high quality and safe experience at district and recreation leisure facilities	C		≥90%	N/A	≥90%	≥90%	Resident Survey
Recreation Facilities								
Bookings for special events	Recreation and leisure facilities, programmes and materials are accessible to residents and visitors	C		15 days per annum	15 days per annum	15 days per annum	15 days per annum	Bookable System?
Bookings by sports clubs and groups		C		120 days per annum	120 days per annum	120 days per annum	120 days per annum	Bookable System?
Aorangi Stadium (biennial resident survey)	Provide a high quality and safe experience at district and recreation leisure facilities	C		≥90%	N/A	≥90%	≥90%	Resident Survey
Pools and Rec Facilities								
Facilities meet legislative safety requirements	Provide a high quality and safe experience at district and recreation leisure facilities	C		Legislative requirements are met				Poolsafe, BWOF, anything else?

Commented [SF4]: Pause on this for now - we will likely be getting set measures through reform

Commented [SF5]: @Mike please check these

Levels of service are measurable qualities or attributes of an activity that relate to the way people experience the service.

Performance measures are the indicators that are used to determine whether levels of service are being delivered.

Benchmarks relate to your performance measures – for example, are there benchmarks set by industry standards for your activity?

Performance targets are the desired levels of performance against the performance measures.

Proposed Changes to Activities, Projects and Levels of Service

(Note for any changes that the Investment Summary in Part 7 must be completed for EACH proposed change)

What changes are being proposed for this activity for the LTP 2027-37 (cf LTP 2024-34 LTP)?

Proposed Activity Change or Project	Change from 2024/34 LTP (New or Amended)	Impact on Level of Service (Start, Stop, Change higher/lower)	Reason/Rationale	Options for consultation	Project Brief or Business Case Completed?
Selection and implementation of future delivery model of the 3 summer district pools.		Change	Community ran summer pools would reduce reliance on rate payer subsidy.		

Commented [RO6]: Requires completion of optioneering table as scheduled (and for each pool)

Part 3: Activity Management

Overall Management

How is the activity managed, including roles, staffing levels, accountabilities, monitoring, evaluation, and reporting processes including key delegations?

There are 70 staff across permanent, casual, fixed term and seasonal staff, totaling 32 FTE. Seasonal staff inflates over the summer period to account for the seasonal operation of the district pools. Recruitment for this period begins in October each year with opening of the district pools from Mid-November through to Mid-March each year (a 17-week season).

The organizational structure for the unit is below, showing the management structure of the gym, aquatics programs, café, customer services, and stadium.

Commented [R07]: Needs to be inserted

The ongoing maintenance of the facilities is serviced by an in-house plant and maintenance coordinator, and accredited qualified contractors to manage main repairs, maintenance and capital works.

Reporting on KPIs is through Council’s Opal 3 program which reports on targets on a quarterly basis

Commented [SF8]: Copied from LTP 24 - will need review

Workflow Management

How does the activity intersect with other activities and workflows across the business?

Other business unit	Other business activity	Point of intersection	Workflow solution	Relationship owner this unit (role)	Relationship owner other unit (role)
---------------------	-------------------------	-----------------------	-------------------	-------------------------------------	--------------------------------------

Check your unit service register #1841936			Eg Flowingly		
Property	Properties' maintenance and operations including leasing, insurance and the capital programme	Property Group is the asset manager (and effective land lord) for the 4 swimming pools and for Aorangi Park		Recreation Facilities GM	Property Manager
Community Development?					
Health and Safety?					
Climate Change?					

Commented [R09]: Refine/confirm

Systems Management

What different management systems are used for this activity?

POS and swim school currently use Links and Active Carrot for bookings and memberships. Moving to the Active carrot Portal in 2024 means the customer now controls their bookings into swim school.

Water quality is logged in the IMS system for pool safe auditing.

Bookable (online bookings platform) is being rolled out for customers to obtain bookings and court hire the facility at Aorangi Stadium.

Commented [SF10]: Copied from LTP 24

All TDC systems, Teams, Outlook, Authority, Esker, Assura are utilized within Recreation Facilities.

Information Management

What are the key information sources used for decision making in this activity, including for asset management/replacement/renewals (as appropriate), and for determining priorities for this activity?

A new 10-year maintenance program has been developed which has included an inventory of plant and equipment at all the Recreational Facilities sites. Decisions are made through a one-up escalation process and prioritized according to need, service level impact and budget, with health and safety a significant factor in the delivery of services. Asset Management of buildings/facilities to be undertaken by the property team. All decision making also considers the Timaru District Council corporate policies and plans as well as overall strategy.

Commented [SF11]: Copied from LTP 24. Assume your asset data is moving to Infor/IPS with everyone else? Check with Matilda.

Commercial Management

What are the key considerations for procurement and contract management in this activity?

Within Recreation facilities the guiding tool is the TDC Procurement and Contracts Policy and Manuals. Limited suppliers of specialized aquatic equipment sometimes limit the number of quotes garnered. For larger projects and items, the team utilizes the inhouse procurement lead for guidance.

Commented [SF12]: You're on your own here - not sure what ongoing contracts you have?

What are the key estimation and forecasting tools/methodologies relevant to this activity?

Industry knowledge and quotes from trusted long-standing suppliers are used to create potential costings for the activity. In the Aquatic space there is a limit to the number of suppliers due to our geographical location. All large capital projects and replacement of current assets go out to a tender process.

Communication Management

How does this activity ensure effective communication and engagement with governance and the community?

CBay has a website and Facebook page, these are the primary tools used for getting information to customers. TDC comms team is utilized as well as local radio and media outlets. Aorangi Stadium also has its own website. Engagement with governance is generally via email from the GM or via Infocouncil reporting. All communication with the general public and users of Recreation Facilities is considered ahead of time to ensure all customers are given effective notice of information.

Part 4: Asset Management

Asset Management Overview

How will the assets be managed to deliver the service?

Brief overview of high-level approach to asset management, identifying the main assets and overall values, key points about valuations, renewals, replacements etc. Bullet points of key projects/programmes.

For those activities without major assets, a brief description of what assets are used for your activity and/or for intended project work (i.e. computers, building space, specific IT programmes, vehicles – indicating who manages those – i.e. what unit/team).

A 10-year maintenance plan has been commissioned to better understand the longer-term ongoing maintenance and asset management of the facilities in the Recreational Services program.

Preventative maintenance has been undertaken at the CBay complex, district pools and stadium but a more structured maintenance plan has been developed to better enable officers to plan for, maintain and prevent deterioration of the plant and infrastructure. A 10-year maintenance plan to map out the ongoing maintenance and capital expenses associated with the facility itself has been prepared and is detailed in the capex budgets. To be considered in the longer term are the following:

- Replacement of water playground at CBay
- Replacement of all sand filters at CBay (underway)
- Replacement of gas heating system and filtration system at the Pleasant Point pool although the entire facility has ongoing maintenance challenges and increasing utilities bills
- Increased car parking at CBay as it is beyond capacity at peak times

Commented [SF13]: Ignore this section if you do not have any assets in your activity.

- Gym equipment requires replacement at end of life due to ongoing wear and tear associated with high usage
- Future life of pool buildings at Māori Park pool and district pools

Commented [MW14]: More in-depth analysis of each project can be provided in table form if required

The 10-year maintenance plan is a stock take of existing plant, equipment and general facilities. This enables us to plan for ongoing preventative maintenance, repairs, renewals and replacements. This is reflected in more detail in the capex budgets. As the CBay facility ages there will be more requirements for capital investment to replace assets. Due to the current upgrade and expansion of Aorangi Stadium there is no projected capital investment in this facility through the next LTP.

Commented [SF15]: Copied from LTP 24 - will need a review/ update. Could include the first edition comprehensive Asset Management Plan is being developed.

Asset Management Plan (if relevant)

Please refer to the Asset Management Plan [here](#). (hyperlink to Asset Management Plan if activity has one)



Building Condition
Survey Report_DRAFT



Hardcoded Asset
Register + CAPEX.xlsx

Part 5: Financial Management

Commented [SF16]: Pause on this for now until we get the layout and prior years info from Finance

Ten Year Operating and Capital Budget

Row Labels	Sum of 2026/27 Full Year Budget	Sum of 2027/28 Year 1	Sum of 2028/29 Year 2	Sum of 2029/30 Year 3	Sum of 2030/31 Year 4	Sum of 2031/32 Year 5	Sum of 2032/33 Year 6	Sum of 2034/35 Year 8	Sum of 2033/34 Year 7	Sum of 2035/36 Year 9	Sum of 2036/37 Year 10
Aorangi	1,333,433.00	1,529,130.19	1,530,617.76	1,532,176.69	1,533,809.91	1,535,520.44	1,537,311.43	1,541,147.95	1,539,186.14	1,543,200.38	1,545,347.05
Aorangi	1,333,433.00	1,529,130.19	1,530,617.76	1,532,176.69	1,533,809.91	1,535,520.44	1,537,311.43	1,541,147.95	1,539,186.14	1,543,200.38	1,545,347.05
Revenue	(183,144.00)	(392,722.60)	(402,540.67)	(412,604.18)	(422,919.29)	(433,492.27)	(444,329.58)	(466,823.76)	(455,437.81)	(478,494.35)	(490,456.71)
Fees & charges	(169,460.00)	(378,696.50)	(388,163.91)	(397,868.01)	(407,814.71)	(418,010.08)	(428,460.33)	(450,151.13)	(439,171.84)	(461,404.91)	(472,940.04)
User Charges	(169,460.00)	(378,696.50)	(388,163.91)	(397,868.01)	(407,814.71)	(418,010.08)	(428,460.33)	(450,151.13)	(439,171.84)	(461,404.91)	(472,940.04)
Other revenue	(13,684.00)	(14,026.10)	(14,376.75)	(14,736.17)	(15,104.58)	(15,482.19)	(15,869.24)	(16,672.63)	(16,265.98)	(17,089.44)	(17,516.68)
Other Revenues	(13,684.00)	(14,026.10)	(14,376.75)	(14,736.17)	(15,104.58)	(15,482.19)	(15,869.24)	(16,672.63)	(16,265.98)	(17,089.44)	(17,516.68)
Rates revenue											
Expenditure	1,516,577.00	1,921,852.79	1,933,158.42	1,944,780.87	1,956,729.19	1,969,012.71	1,981,641.00	2,007,971.71	1,994,623.95	2,021,694.73	2,035,803.76
Depreciation expense	487,392.00	589,528.74	589,528.74	589,528.74	589,528.74	589,528.74	589,528.74	589,528.74	589,528.74	589,528.74	589,528.74
Finance costs	626,072.00	918,213.43	918,213.43	918,213.43	918,213.43	918,213.43	918,213.43	918,213.43	918,213.43	918,213.43	918,213.43
Other expenses	293,536.00	302,342.08	311,412.34	320,754.71	330,377.35	340,288.67	350,497.33	371,842.62	361,012.25	382,997.90	394,487.84
Contracts	34,885.00	35,931.55	37,009.50	38,119.78	39,263.37	40,441.28	41,654.51	44,191.27	42,904.15	45,517.01	46,882.52
Internal Overheads	102,935.00	106,023.05	109,203.74	112,479.85	115,854.25	119,329.88	122,909.77	130,394.98	126,597.07	134,306.83	138,336.03
Materials	1,973.00	2,032.19	2,093.16	2,155.95	2,220.63	2,287.25	2,355.87	2,499.34	2,426.54	2,574.32	2,651.55
Other Expenses	153,743.00	158,355.29	163,105.95	167,999.13	173,039.10	178,230.27	183,577.18	194,757.03	189,084.50	200,599.74	206,617.74

[illegible]

<i>Expenditure</i>	3,326,895.00	3,370,634.40	3,999,349.01	4,045,471.34	4,092,834.84	4,141,473.89	4,191,423.85	4,295,402.96	4,242,721.07	4,349,507.96	4,405,075.63
Depreciation expense	1,167,600.00	1,167,600.00	1,751,400.00	1,751,400.00	1,751,400.00	1,751,400.00	1,751,400.00	1,751,400.00	1,751,400.00	1,751,400.00	1,751,400.00
Finance costs	473,027.00	473,027.00	473,027.00	473,027.00	473,027.00	473,027.00	473,027.00	473,027.00	473,027.00	473,027.00	473,027.00
Other expenses	1,001,404.00	1,031,446.12	1,062,389.50	1,094,261.19	1,127,089.02	1,160,901.70	1,195,728.75	1,268,548.63	1,231,600.61	1,306,605.09	1,345,803.24
<i>Contracts</i>	432,043.00	445,004.29	458,354.42	472,105.05	486,268.20	500,856.25	515,881.94	547,299.15	531,358.39	563,718.12	580,629.66
<i>Internal charges</i>	21,727.00	22,378.81	23,050.17	23,741.68	24,453.93	25,187.55	25,943.17	27,523.11	26,721.47	28,348.81	29,199.27
<i>Internal Overheads</i>	417,288.00	429,806.64	442,700.84	455,981.86	469,661.32	483,751.16	498,263.69	528,607.95	513,211.61	544,466.19	560,800.18
<i>Materials</i>	15,917.00	16,394.51	16,886.35	17,392.94	17,914.72	18,452.17	19,005.73	20,163.18	19,575.90	20,768.07	21,391.12
<i>Minimum Lease - Rentals</i>	8,785.00	9,048.55	9,320.01	9,599.61	9,887.59	10,184.22	10,489.75	11,128.58	10,804.44	11,462.43	11,806.31
<i>Other Expenses</i>	105,644.00	108,813.32	112,077.72	115,440.05	118,903.25	122,470.35	126,144.46	133,826.66	129,928.79	137,841.46	141,976.70
Personnel costs	684,864.00	698,561.28	712,532.51	726,783.16	741,318.82	756,145.20	771,268.10	802,427.33	786,693.46	818,475.88	834,845.39
CBAY Cafe	109,677.00	112,655.85	115,730.79	118,905.13	122,182.32	125,565.92	129,059.61	136,392.65	132,667.21	140,240.02	144,213.55
<i>Revenue</i>	(489,680.00)	(501,922.00)	(514,470.05)	(527,331.80)	(540,515.10)	(554,027.97)	(567,878.67)	(596,627.53)	(582,075.64)	(611,543.22)	(626,831.80)
Other revenue	(489,680.00)	(501,922.00)	(514,470.05)	(527,331.80)	(540,515.10)	(554,027.97)	(567,878.67)	(596,627.53)	(582,075.64)	(611,543.22)	(626,831.80)
<i>Other Revenues</i>	(489,680.00)	(501,922.00)	(514,470.05)	(527,331.80)	(540,515.10)	(554,027.97)	(567,878.67)	(596,627.53)	(582,075.64)	(611,543.22)	(626,831.80)
<i>Expenditure</i>	599,357.00	614,577.85	630,200.84	646,236.93	662,697.42	679,593.90	696,938.29	733,020.18	714,742.85	751,783.24	771,045.35
Depreciation expense	1,179.00	1,179.00	1,179.00	1,179.00	1,179.00	1,179.00	1,179.00	1,179.00	1,179.00	1,179.00	1,179.00
Other expenses	325,729.00	335,500.87	345,565.90	355,932.87	366,610.86	377,609.18	388,937.46	412,623.75	400,605.58	425,002.46	437,752.54
<i>Internal Overheads</i>	121,493.00	125,137.79	128,891.92	132,758.68	136,741.44	140,843.69	145,069.00	153,903.70	149,421.07	158,520.81	163,276.43
<i>Other Expenses</i>	204,236.00	210,363.08	216,673.97	223,174.19	229,869.42	236,765.50	243,868.46	258,720.05	251,184.52	266,481.66	274,476.11

Personnel costs	272,449.00	277,897.98	283,455.94	289,125.06	294,907.56	300,805.71	306,821.82	319,217.43	312,958.26	325,601.78	332,113.81
CBAY Fitness	(146,200.00)	(150,818.71)	(155,552.07)	(160,402.31)	(165,371.72)	(170,462.60)	(175,677.25)	(186,487.33)	(181,018.04)	(192,087.51)	(197,820.99)
Revenue	(1,142,820.00)	(1,171,390.50)	(1,200,675.26)	(1,230,692.14)	(1,261,459.45)	(1,292,995.93)	(1,325,320.83)	(1,392,415.20)	(1,358,453.85)	(1,427,225.58)	(1,462,906.22)
Fees & charges	(56,775.00)	(58,194.38)	(59,649.23)	(61,140.47)	(62,668.98)	(64,235.70)	(65,841.59)	(69,174.82)	(67,487.63)	(70,904.20)	(72,676.80)
User Charges	(56,775.00)	(58,194.38)	(59,649.23)	(61,140.47)	(62,668.98)	(64,235.70)	(65,841.59)	(69,174.82)	(67,487.63)	(70,904.20)	(72,676.80)
Other revenue	(1,086,045.00)	(1,113,196.13)	(1,141,026.03)	(1,169,551.68)	(1,198,790.47)	(1,228,760.23)	(1,259,479.24)	(1,323,240.37)	(1,290,966.22)	(1,356,321.38)	(1,390,229.42)
Lease Revenue	(1,075,700.00)	(1,102,592.50)	(1,130,157.31)	(1,158,411.25)	(1,187,371.53)	(1,217,055.81)	(1,247,482.21)	(1,310,636.00)	(1,278,669.27)	(1,343,401.90)	(1,376,986.94)
Other Revenues	(10,345.00)	(10,603.63)	(10,868.72)	(11,140.43)	(11,418.94)	(11,704.42)	(11,997.03)	(12,604.38)	(12,296.95)	(12,919.49)	(13,242.47)
Expenditure	996,620.00	1,020,571.79	1,045,123.20	1,070,289.83	1,096,087.72	1,122,533.34	1,149,643.58	1,205,927.87	1,177,435.81	1,235,138.07	1,265,085.23
Other expenses	401,939.00	413,997.17	426,417.09	439,209.60	452,385.89	465,957.46	479,936.19	509,164.30	494,334.27	524,439.23	540,172.41
Internal Overheads	248,171.00	255,616.13	263,284.61	271,183.15	279,318.65	287,698.21	296,329.15	314,375.60	305,219.03	323,806.87	333,521.07
Materials	9,218.00	9,494.54	9,779.38	10,072.76	10,374.94	10,686.19	11,006.77	11,677.09	11,336.98	12,027.40	12,388.22
Other Expenses	144,550.00	148,886.50	153,353.10	157,953.69	162,692.30	167,573.07	172,600.26	183,111.62	177,778.27	188,604.96	194,263.11
Personnel costs	594,681.00	606,574.62	618,706.11	631,080.23	643,701.84	656,575.88	669,707.39	696,763.57	683,101.54	710,698.84	724,912.82
CBAY Swim School	187,888.00	191,115.54	194,402.78	197,751.05	201,161.72	204,636.19	208,175.89	215,456.98	211,782.31	219,201.47	223,017.38
Revenue	(462,519.00)	(474,181.98)	(486,139.52)	(498,399.10)	(510,968.35)	(523,855.11)	(537,067.42)	(564,501.83)	(550,613.51)	(578,741.06)	(593,340.06)
Fees & charges	(383,934.00)	(393,532.35)	(403,370.66)	(413,454.93)	(423,791.30)	(434,386.08)	(445,245.73)	(467,786.30)	(456,376.88)	(479,480.96)	(491,467.98)
User Charges	(383,934.00)	(393,532.35)	(403,370.66)	(413,454.93)	(423,791.30)	(434,386.08)	(445,245.73)	(467,786.30)	(456,376.88)	(479,480.96)	(491,467.98)
Other revenue	(58,585.00)	(60,049.63)	(61,550.87)	(63,089.64)	(64,666.88)	(66,283.55)	(67,940.64)	(71,380.13)	(69,639.15)	(73,164.64)	(74,993.75)
Other Revenues	(58,585.00)	(60,049.63)	(61,550.87)	(63,089.64)	(64,666.88)	(66,283.55)	(67,940.64)	(71,380.13)	(69,639.15)	(73,164.64)	(74,993.75)

Subsidies and grants	(20,000.00)	(20,600.00)	(21,218.00)	(21,854.54)	(22,510.18)	(23,185.48)	(23,881.05)	(25,335.40)	(24,597.48)	(26,095.46)	(26,878.33)
Grants	(20,000.00)	(20,600.00)	(21,218.00)	(21,854.54)	(22,510.18)	(23,185.48)	(23,881.05)	(25,335.40)	(24,597.48)	(26,095.46)	(26,878.33)
Subsidies for Operating Expenditure	650,407.00	665,297.51	680,542.30	696,150.15	712,130.07	728,491.30	745,243.31	779,958.82	762,395.82	797,942.52	816,357.44
Other expenses	188,237.00	193,884.11	199,700.63	205,691.65	211,862.40	218,218.27	224,764.82	238,453.00	231,507.77	245,606.59	252,974.79
Internal Overheads	183,768.00	189,281.04	194,959.47	200,808.26	206,832.50	213,037.48	219,428.60	232,791.80	226,011.46	239,775.56	246,968.83
Materials	1,504.00	1,549.12	1,595.59	1,643.46	1,692.77	1,743.55	1,795.85	1,905.22	1,849.73	1,962.38	2,021.25
Other Expenses	2,965.00	3,053.95	3,145.57	3,239.94	3,337.13	3,437.25	3,540.37	3,755.97	3,646.58	3,868.65	3,984.71
Personnel costs	462,170.00	471,413.40	480,841.67	490,458.50	500,267.67	510,273.02	520,478.49	541,505.82	530,888.06	552,335.93	563,382.65
Geraldine Pool	143,299.00	146,629.60	150,042.35	153,539.43	157,123.03	160,795.42	164,558.94	172,369.02	168,415.99	176,420.58	180,573.26
Revenue	(64,571.00)	(66,185.28)	(67,839.91)	(69,535.90)	(71,274.30)	(73,056.16)	(74,882.56)	(78,673.49)	(76,754.63)	(80,640.33)	(82,656.34)
Fees & charges	(63,758.00)	(65,351.95)	(66,985.75)	(68,660.39)	(70,376.90)	(72,136.32)	(73,939.73)	(77,682.93)	(75,788.23)	(79,625.01)	(81,615.63)
User Charges	(63,758.00)	(65,351.95)	(66,985.75)	(68,660.39)	(70,376.90)	(72,136.32)	(73,939.73)	(77,682.93)	(75,788.23)	(79,625.01)	(81,615.63)
Other revenue	(813.00)	(833.33)	(854.16)	(875.51)	(897.40)	(919.83)	(942.83)	(990.56)	(966.40)	(1,015.33)	(1,040.71)
Other Revenues	(813.00)	(833.33)	(854.16)	(875.51)	(897.40)	(919.83)	(942.83)	(990.56)	(966.40)	(1,015.33)	(1,040.71)
Expenditure	207,870.00	212,814.87	217,882.26	223,075.33	228,397.33	233,851.58	239,441.51	251,042.52	245,170.62	257,060.91	263,229.60
Other expenses	78,747.00	81,109.41	83,542.69	86,048.97	88,630.44	91,289.36	94,028.04	99,754.34	96,848.88	102,746.97	105,829.38
Contracts	8,746.00	9,008.38	9,278.63	9,556.99	9,843.70	10,139.01	10,443.18	11,079.17	10,756.48	11,411.55	11,753.89
Internal Overheads	34,210.00	35,236.30	36,293.39	37,382.19	38,503.66	39,658.77	40,848.53	43,336.20	42,073.98	44,636.29	45,975.38
Materials	2,843.00	2,928.29	3,016.14	3,106.62	3,199.82	3,295.82	3,394.69	3,601.43	3,496.53	3,709.47	3,820.75

Minimum Lease - Rentals	193.00	198.79	204.75	210.90	217.22	223.74	230.45	244.49	237.37	251.82	259.38
Other Expenses	32,755.00	33,737.65	34,749.78	35,792.27	36,866.04	37,972.02	39,111.18	41,493.05	40,284.52	42,737.85	44,019.98
Personnel costs	129,123.00	131,705.46	134,339.57	137,026.36	139,766.89	142,562.23	145,413.47	151,288.17	148,321.74	154,313.94	157,400.22
Pleasant Point Pool	216,800.00	222,475.85	228,305.97	234,294.68	240,446.44	246,765.80	253,257.48	266,777.29	259,926.32	273,815.52	281,046.27
Revenue	(22,330.00)	(22,888.25)	(23,460.46)	(24,046.97)	(24,648.14)	(25,264.35)	(25,895.95)	(27,206.94)	(26,543.35)	(27,887.11)	(28,584.29)
Fees & charges	(22,076.00)	(22,627.90)	(23,193.60)	(23,773.44)	(24,367.77)	(24,976.97)	(25,601.39)	(26,897.46)	(26,241.43)	(27,569.90)	(28,259.15)
User Charges	(22,076.00)	(22,627.90)	(23,193.60)	(23,773.44)	(24,367.77)	(24,976.97)	(25,601.39)	(26,897.46)	(26,241.43)	(27,569.90)	(28,259.15)
Other revenue	(254.00)	(260.35)	(266.86)	(273.53)	(280.37)	(287.38)	(294.56)	(309.47)	(301.93)	(317.21)	(325.14)
Other Revenues	(254.00)	(260.35)	(266.86)	(273.53)	(280.37)	(287.38)	(294.56)	(309.47)	(301.93)	(317.21)	(325.14)
Expenditure	239,130.00	245,364.10	251,766.43	258,341.65	265,094.58	272,030.15	279,153.44	293,984.23	286,469.67	301,702.63	309,630.56
Other expenses	145,150.00	149,504.50	153,989.64	158,609.32	163,367.60	168,268.63	173,316.69	183,871.68	178,516.19	189,387.83	195,069.46
Contracts	8,201.00	8,447.03	8,700.44	8,961.45	9,230.30	9,507.21	9,792.42	10,388.78	10,086.20	10,700.44	11,021.46
Internal Overheads	34,772.00	35,815.16	36,889.61	37,996.30	39,136.19	40,310.28	41,519.59	44,048.13	42,765.17	45,369.57	46,730.66
Materials	83,652.00	86,161.56	88,746.41	91,408.80	94,151.06	96,975.59	99,884.86	105,967.85	102,881.41	109,146.89	112,421.29
Other Expenses	18,525.00	19,080.75	19,653.17	20,242.77	20,850.05	21,475.55	22,119.82	23,466.92	22,783.41	24,170.92	24,896.05
Personnel costs	93,980.00	95,859.60	97,776.79	99,732.33	101,726.97	103,761.51	105,836.74	110,112.55	107,953.48	112,314.80	114,561.10
Temuka Pool	161,268.00	165,024.46	168,873.08	172,816.24	176,856.38	180,996.02	185,237.74	194,038.08	189,584.18	198,602.22	203,279.48
Revenue	(43,830.00)	(44,925.75)	(46,048.89)	(47,200.12)	(48,380.12)	(49,589.62)	(50,829.36)	(53,402.60)	(52,100.10)	(54,737.66)	(56,106.11)
Fees & charges	(42,580.00)	(43,644.50)	(44,735.61)	(45,854.00)	(47,000.35)	(48,175.36)	(49,379.75)	(51,879.60)	(50,614.24)	(53,176.59)	(54,506.00)
User Charges	(42,580.00)	(43,644.50)	(44,735.61)	(45,854.00)	(47,000.35)	(48,175.36)	(49,379.75)	(51,879.60)	(50,614.24)	(53,176.59)	(54,506.00)

Other revenue	(1,250.00)	(1,281.25)	(1,313.28)	(1,346.11)	(1,379.77)	(1,414.26)	(1,449.62)	(1,523.00)	(1,485.86)	(1,561.08)	(1,600.11)
Lease Revenue	(240.00)	(246.00)	(252.15)	(258.45)	(264.92)	(271.54)	(278.33)	(292.42)	(285.28)	(299.73)	(307.22)
Other Revenues	(1,010.00)	(1,035.25)	(1,061.13)	(1,087.66)	(1,114.85)	(1,142.72)	(1,171.29)	(1,230.59)	(1,200.57)	(1,261.35)	(1,292.89)
Expenditure	205,098.00	209,950.21	214,921.97	220,016.35	225,236.50	230,585.64	236,067.10	247,440.68	241,684.28	253,339.88	259,385.59
Other expenses	75,025.00	77,275.75	79,594.02	81,981.84	84,441.30	86,974.54	89,583.77	95,039.43	92,271.29	97,890.61	100,827.33
Contracts	6,471.00	6,665.13	6,865.08	7,071.04	7,283.17	7,501.66	7,726.71	8,197.27	7,958.51	8,443.19	8,696.48
Internal Overheads	34,210.00	35,236.30	36,293.39	37,382.19	38,503.66	39,658.77	40,848.53	43,336.20	42,073.98	44,636.29	45,975.38
Materials	3,464.00	3,567.92	3,674.96	3,785.21	3,898.76	4,015.73	4,136.20	4,388.09	4,260.28	4,519.73	4,655.33
Other Expenses	30,880.00	31,806.40	32,760.59	33,743.41	34,755.71	35,798.38	36,872.33	39,117.86	37,978.50	40,291.40	41,500.14
Personnel costs	130,073.00	132,674.46	135,327.95	138,034.51	140,795.20	143,611.10	146,483.32	152,401.25	149,412.99	155,449.28	158,558.26
Grand Total	6,392,546.00	6,673,845.01	7,347,046.92	7,438,899.06	7,533,272.66	7,630,241.10	7,729,880.00	7,937,483.10	7,832,267.25	8,045,610.21	8,156,733.77

What financial resources are needed?

(Insert Magiq table here of whole budget summary)

Identify the changes to any financial line items and explain the rationale for this change.

Planned Capital Expenditure for Key Capital Projects

How much capital expenditure will be spent, on what asset, and what are the key capital projects for this activity for the next ten years?

(Insert Magiq table here of capex projects. Include whole of Life costs/future operating projections if different from above, and consider NPV. Remember to include officer resource requirements where time will be capitalized, and assets that will be created with corresponding depreciation values). **TABLE TO COME or INSERT FROM Asset Management Plan**

How much capital expenditure will be spent, on what asset, and what are the key capital projects beyond the next ten years?

(Insert Magiq table here of capex projects. Include whole of Life costs/future operating projections if different from above, and consider NPV. Remember to include officer resource requirements where time will be capitalized, and assets that will be created with corresponding depreciation values). **TABLE TO COME or INSERT FROM Asset Management Plan**

Funding Considerations

LGA s101 Funding Considerations

Funding Policy

Funding Principles

User-pays	Exacerbator-pays	Inter-generational equity	Separate funding
Low/Med/Hi	Low/Med/High	Low/Med/High	Low/Med/High

Commented [SF17]: LTP 24 - still relevant?

This table shows how Council has considered the funding in relation to the activity, using a simple high to low scale. The categories are:

- User-pays – the degree to which the activity can be attributed to individuals or identifiable groups rather than the community as a whole;
- Exacerbator-pays – the degree to which the activity is required as a result of the action (or inaction) of individuals or identifiable groups;
- Inter-generational equity – the degree to which benefits can be attributed to future periods, and;
- Separate funding – the degree to which the costs and benefits justify separate funding for this activity.

When an activity is paid for through a number of funding mechanisms, Council's practice is to meet its operating costs in the first instance through fees & charges and grants & subsidies (subject to the considerations outlined above). If the activity requires further operational funding, this remainder is funded through rates.

Capital Cost Funding Policy

This capital programme will be funded in accordance with the following principles: (example below)

Investment type		Initial funding		Serviced and/or repaid by	
- Renewal/replacement - Service improvement and other assets - growth		rates and debt		- rates - fees and charges	
Rates	Borrowing	Financial Contributions		Grants and other funds	
Low/Medium/High/Not Applicable	Low/Medium/High/ Not Applicable	Low/Medium/High/ Not Applicable		Low/Medium/High/ Not Applicable	

Commented [SF18]: My suggestions for this LTP

Commented [MW19R18]: Hey Steph, majority of Rec Facilities Capital is funded by depreciation? (not by rates or fees and charges)

Operating Cost Funding Policy

This table below shows Council's broad funding target for the activity (i.e. how much is paid by individuals/groups versus the community as a whole), and the associated funding mechanism used (i.e. general rates, targeted rates, user charges etc.). Because there are variations in the balance between individual/group and community funding, the funding target is expressed in broad terms rather than specific percentages.

These broad ranges are:

- Low = this source provides 0%-25% of the funding for this activity;
- Medium = this source provides between 26% and 75% of the funding for this activity, and;
- High = this source provides between 76% and 100% of the funding for this activity.

	Funding Target	Funding Mechanisms
Individual/Group	Low/Medium/High	Fees & Charges/Targeted rates

		(Low, Medium, High)
Community	Low/Medium/High	General rates/Grants & Other (Low, Medium, High)

DRAFT

Part 6: Risk and Opportunity Management

What specific risks are identified for this activity, and what controls and mitigations are planned or in place to address these? **Consider impacts on climate change/community outcomes in addition to the risk categories signaled below.**

Description	Triggered by	Resulting in	Risk Level*		Controls and/or Mitigations	Residual Score
			Likelihood	Consequence		
Risk of drowning	Lack of qualified and trained lifeguards	Death by drowning	2	5	All lifeguards are subject to Pool Safe training & accreditation. Adequate rostering of trained lifeguards and a ratio of more experienced vs less experienced ensured. Refresher training and ongoing rotation of lifeguards. Monitoring and compulsory monthly training of lifeguards also help to mitigate risk	
Reduced opening hours	Lack of qualified and trained lifeguards	Dissatisfied customers				
Plant room failure	Poor Maintenance	Facility closure and loss of faith from the public	3	3	Utilising in-depth plant and maintenance condition survey report keeping on top of plant room renewals.	
Degradation of one or several facilities	Underinvestment in required maintenance	Reduced levels of service up to and including facility closure				

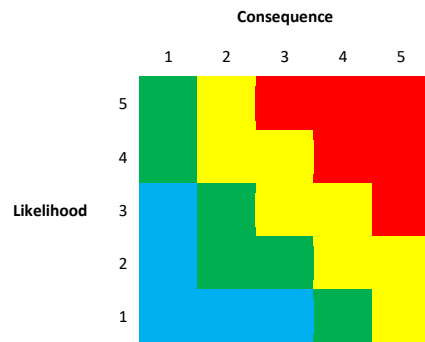
Inefficient operations	Underinvestment in required upgrades	Higher costs (either fees and charges or ratepayer subsidies) required to support continued operations				

What specific opportunities are identified for this activity, and what measures are planned or in place to exploit these?

Consider climate change and community outcome opportunities in addition to the categories signaled below.

Description	Triggered by	Resulting in	Risk Level*		Controls and/or Exploitation (incl climate adaptation and mitigation)	Residual Score
			Likelihood	Consequence		
Full Energy Audit of CBay undertaken in May 2026 (Awaiting finding)	Increasing costs of current energy sources for CBay.	To be confirmed			Cost savings and cleaner more efficient energy solutions being rolled out once findings of the survey are reviewed	
Solar at Aorangi Stadium	Expansive roof space lending itself to solar energy solutions	Lower operating costs and cleaner energy			Meets TDC Climate policy as per LTP	
Community ownership of local pools	Cost to subsidise council ownership and operation of local pools	Costs fall to local community (time/\$) rather than wider ratepayer group				
	Closure of competitor learn to swim facility?					

Risk Matrix



Key (as per Risk Management Policy):

Likelihood

1. Rare
2. Unlikely
3. Possible
4. Likely
5. Almost Certain

Consequences

1. Less than minor
2. Minor
3. Moderate
4. Major
5. Extreme

Risk Categories

- Political
- Environmental
- Social
- Reputational
- Financial
- Operational
- Health & Safety
- Legislative/Regulatory
- Levels of Service

Part 7: New Projects or Programmes Investment Summary

(USE PROMPTS TO COMPLETE ALL FIELDS)

Commented [RO20]: Can complete for each local pool but only once optioneering completed

Business Justification and Scope	
Project/Programme	- Name - Scope (what will be delivered, what won't be delivered)
Purpose	Purpose (drivers, problem or opportunity statement)?
Level of Service	Impact per Activity Management Plan ie Achieve compliance, Maintain LOS, Improve LOS, Meet demand/growth (select all that apply)
Business Justification	- Implications of Current State/Status Quo Option - Options Considered and Preferred Option, reasons - Outcomes (what changes – business or community) - will successful delivery enable? (per above section, Strategic Alignment) - Benefits (what advantages – internal or community) – are enabled by the outcomes? (per above section, Strategic Alignment) - Evidence to support the case for investment – attach Project Brief, Business Case or Optioneering Assessment if completed
Risks, Opportunities	Most relevant only, describe key risks/opportunities and mitigations/exploitations – attach supporting evidence if available
Assumptions, Constraints and Dependencies	- Statutory and Regulatory context (compliance parameters, requirements or conditions) - External decision makers or approvals required - Affordability and funding availability - Sustainability, climate change impacts - Coordination with other agencies/projects/activities (internal or external, public or private) - Previous consultation/stakeholder perspectives - User Acceptance Criteria (UACs) or stakeholder requirements - Minimum Viable Product (MVP) for technical parameters

Cost Summary	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Internal Resource to be capitalised	\$									
CAPEX (excl internal resource)	\$									
OPEX	\$									
Revenue	\$									
Project Total (excluding GST)	\$									
Detailed cost breakdown attached Y/N?										

Investment Summary – Critical Success Factor evaluation

Notes for users

- These criteria are intentionally generic. The terms in **bold** — such as ‘compliance’, ‘strategic priorities’, ‘LOS’, ‘growth/demand’, and ‘other strategies, programmes and projects’ — are placeholders. You will need to define these terms for your activity (using the details populated in Parts 1 and 2 of your Activity Management Plan above) before evaluating the investment proposal. Level of Service’ (LOS) refers to the agreed performance standard for a given activity per Part 2 above.
- Scoring by the activity/project manager should be reviewed by at least one other person (eg Team Lead, Manager or PMO) to reduce subjectivity. Supporting reasons should be provided.
- This tool operates within Council’s Procurement Policy and Procurement Manual and the Procurement Lead must be engaged if/when progressing to formal procurement planning.
- Scoring does not determine funding priority but is one input into decision making to be read alongside the relevant Investment Summary above and any supporting evidence (Project Brief, Business Case, or Optioneering Assessment).

Critical Success Factor (CSF)	Rating	Does Not Meet/Poorly Meets (DNM/PM)	Partially Meets/Mostly Meets (PM/MM)	Fully Meets/Exceeds (FM/E)
Strategic fit and business needs		Non-compliant, poor compliance , medium compliance risk Not at all aligned to strategic priorities Not required to maintain LOS or for growth/demand Disrupts other strategies, programmes and projects No/limited stakeholder or community support	Not required for compliance /low compliance risk Somewhat aligned to strategic priorities Not required to maintain LOS but may improve LOS or meet growth/demand Doesn’t disrupt other strategies, programmes and projects Some stakeholder /community support	Required for compliance , fully compliant Fully aligns with agreed strategic priorities Required to maintain LOS or will improve LOS or meet demand Fits well with other strategies, programmes and projects Considerable stakeholder /community support
Potential value-for-money		Low value/improbable benefits, insufficient evidence High costs or costs unknown, insufficient evidence High risk or risks unknown, insufficient evidence	Moderate value/possible benefits, limited supporting evidence Moderate costs and reasonable cost confidence Moderate risk and reasonable confidence in risk analysis	Compelling evidence supports investment, high benefits probability and value Low cost and/or costs well understood and acceptable Low risk and/or risks well understood and manageable
Supplier capacity and capability		No suppliers available to deliver required services Risk of diminishing value for money or unsustainable terms	Non-local suppliers can deliver required services Acceptable contract terms/value for money anticipated	Local suppliers can deliver required services Value-for-money arrangement over contract term is anticipated
Potential affordability		Cannot be met from likely available funding, does not align with activity or corporate priorities Funding gap/other funding constraints Other funding opportunities are more appropriate	Can be met from likely available funding, aligns with either but not both activity and corporate priorities Matches/no other funding constraints Does not leverage any other funding opportunities	Can be met from likely available funding, aligns with both activity and corporate priorities Matches/no other funding constraints Leverages other funding opportunities
Potential achievability		Skills and resource required for successful delivery cannot be prioritised without unacceptable impact on BAU delivery	Skills and resource required for successful delivery constrained, resourcing costs or impact on BAU delivery requires consideration	Sufficient skills and resource available to support successful delivery in parallel with BAU delivery
Overall Rating		Comments:		

DRAFT