

POINT OF ENTRY BUSINESS CASE.

Project initiation date: 2 September 2024

Project title: **Upgrade Work – Cooks Gardens Stadium and Velodrome Lighting Towers**

Hapū/iwi active partnership consideration: Active partnership does not apply

Note: your consideration for active partnership must take into account [Tupua te Kawa](#) – a set of indigenous values at law.

Upgrade work for the venue is to improve utilisation and shouldn't require partnership consideration.

Business case prepared by: Bob Henry

Business owner: General Manager Community & Customer Experience

[\[Link\] to guidelines "The PoE template explained..."](#)

PROBLEM / OPPORTUNITY STATEMENT

Cooks Gardens is one of the country's leading outdoor sports venues with a 400m synthetic athletics track and grassed sports field that is flanked by grandstands on either side. The Cooks Gardens Event Centre is a unique trackside venue which overlooks the grounds and can be used for multiple purposes, such as conferences, meetings, and weddings (in 2023/23 there was 67 bookings of this nature compared to 35 in 2022/23 highlighting there is room for growth).

There are four tower lights in Cooks Garden for the Athletic Track and rugby field and four tower lights for the velodrome to allow the venues to be used at night for Athletics, Rugby and Cycling.

The lighting towers around the Athletic Track and Rugby Ground consists of 4 columns with 24 luminaires on each column, these were purchased second hand and then installed around 1997 and are on a 15 year full structural assessment/survey and upgrade of luminaries.

The lighting towers around the velodrome also consist of 4 steel lattice towers with 9 Luminaires on each tower they were installed in 1995 during the construction of the velodrome and are on a 15 year full structural assessment/survey and upgrade of luminaries, however, these have had a preliminary inspection and maintenance conducted in 2020 and will need a full structural assessment/survey and upgrade of luminaries completed in 2030.

BENEFITS STATEMENT

Operational costs reduction. These improvements will ensure the property is fit for purpose and maintained in a safe and proactive manner to allow for increased utilisation of the buildings and reduce maintenance requirements.

Social Benefits:

- Improving the quality of a council freehold properties to ensure they remains safe and fit for purpose.
- Strengthening community engagement by providing well-maintained properties to support Community Organisations.
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Economic Benefits:

- Extending the life of existing assets that will deteriorate and lose value without an adequate investment in maintenance.
- Economic health benefits for the community when local companies, contractors and their labour is engaged.
- Ongoing costs of repairs and possible interior damage to buildings will be avoided. Create training and development opportunities for employees and strengthens business capabilities.

Environmental Benefits:

- Extending the life of the buildings by repairing rather than replacing supports low waste and low emissions targets.
- Product sustainability and visual aesthetics are considerations in procurement criteria.

Cultural Benefits:

- N/A

STRATEGIC CASE

As outlined in the “Arts & Culture Strategic Plan” this venue has a role to play in several areas of the plan especially around playing a valuable role in enabling social cohesion and promoting the Whanganui Creative Sector regionally and nationally.

This is further endorsed within the Leading-Edge strategy including becoming a district renowned for talent and creativity while also generating a buzz through events by supporting, creating, and growing events.

Proposed projects also align with objectives within the Sport & Recreation Facilities Strategy including:

- High quality facilities which are available at hours that enable community use are more likely to encourage our residents (including those who do not currently participate in sport or recreation) to do so.
- High quality co-located and multi-purpose facilities offer a more attractive proposition to the organisers of regional events, and increase the likelihood of Whanganui becoming the destination for more such events.
- Ensuring maximum utilisation of existing facilities offers the best value for money.

It also aligns with the recent business development feasibility work undertaken that highlights opportunities to grow and strengthen the event infrastructure in Whanganui.

FINANCIAL CASE

It is intended that the work be completed in years 4 and year 8 of the Long-Term Plan:

Year 4 – Athletic Track and Rugby field lighting system structural assessment/survey and upgrade of luminaries, and

Year 7 - Velodrome lighting system structural assessment/survey and upgrade of luminaries.

We are yet to receive a baseline quote for this work, the current LTP funding is optimistic:

- All of this is specialised work which will be required to go to tender/contract.
- There will be a reduction in Opex.

These costs have been prioritised by a condition assessment and visual inspection.

Year of LTP for delivery:	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	\$	\$	\$	\$450K	\$	\$	\$200k	\$	\$	\$
	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34

External funding contributions: To be explored

Capex \$	Opex \$	Funded by
\$650,000.00		debt funded

RISK EVALUATION

Item	Potential Risk Event	Likelihood	Consequence
1	Continual deterioration of Council-owned asset	Almost certain	Major
2	Potential to host larger and more national events won't happen leading to other regional venues becoming the preferred location. Loss of economic return.	Likely	Major
3	Failure of Lighting during major events	Likely	Major
4	Failure of structures due to deterioration of structures	Likely	Major
5	Adverse publicity	Likely	Moderate

OPTIONS APPRAISAL

Option 1: Full structural assessment/survey and upgrade of luminaries – will reduce current Opex for Cooks Garden and ensure the lighting structures are structurally sound, safe and updated and functional for future community use

Option 2: Continue to carry out remedial structural repairs and H&S repairs – may reduce some Opex costs, however this may result in urgent major repairs needing to be carried out just to maintain the Lighting structures at the current level.

Do Nothing / Status quo Council could be in breach of Health, Safety regulations, damage will continue to cause an increase to Opex, possible loss of the use of one or all of the lighting structures due to deterioration, any further damage may result in urgent repairs at a higher cost and/or failure of the lighting system.

STAKEHOLDER ANALYSIS

Stakeholder	Influences	Key interests & issues
<u>WHANGANUI DISTRICT COUNCIL</u>	High power/highly interested (Manage closely)	Provides amenities for community use
Community Organisations and event organisers, Athletics and Rugby and Cycling	Low power/highly interested (Keep informed)	Has a presence within the local community and contributes to community wellness.
Event/Conference organisers	Low power/highly interested (Keep informed)	Has a presence within the local community and contributes to community wellness.
Council Staff and Contractors	Low power/highly interested (Keep informed)	Provides jobs, job satisfaction, and engages local contractors
Community	Low power/highly interested (Keep informed)	Utilises and benefits from the Council provided toilets and amenities.
VISITORS AND TOURISTS	Low power/highly interested (Keep informed)	Utilises and benefits from the Council provided toilets and amenities.

Evidence to support this project was provided by the Property and Facilities Team who engaged several Roofing and Plumbing and construction companies to provide an initial assessment of the work required to upgrade the toilets, accessibility, drainage and roofing and possible indicative costs.

Please contact the PMO (interim Stuart White: stuart.white@whanganui.govt.nz or 021738273) for any inquiries relating to this form or the business case process.

Team Leader/Project Manager Self-Review		Strategic Panel FINAL score	
Strategic Fit	4	Strategic Fit	4
Benefits	5	Benefits	3
Economic Impact	4	Economic Impact	4
Level of Service Improvements	2	Level of Service Improvements	3
Risk of doing nothing	3	Risk of doing nothing	3

*Note a copy of the anchored scoring matrix is available at the end of this document.

PROJECT MANAGEMENT OFFICE TO COMPLETE

Communications team level of involvement: Choose an item. *(PMO to liaise with the Communications team)*

ELT REVIEW

Date: Click or tap to enter a date.

ELT Minutes Reference: Click or tap here to enter text.

Agreed next steps:

Click or tap here to enter text.

If this project is **approved for a detailed business case**, then –

Name and job title of **Project Sponsor**

Click or tap here to enter text.

ANCHORED SCORING MATRIX

SCORE	Strategic Fit: <i>How well is this project aligned with our Strategic Vision for Whanganui?</i>	Benefits: <i>How valuable are the benefits this project delivers?</i>	Economic Impact: <i>How will this project contribute to the wider economic activity of the Whanganui District?</i>	Level of Service: <i>How well does this projects address shortfalls in our Level of Service?</i>	Risk of Doing Nothing: <i>What risks would NPDC be exposed to, if the investment is not made?</i>
Weight	35%	25%	20%	15%	5%
5	This investment plays a critical contribution to Council Objectives, Goals and Strategy.	This investment has a measureable Costs Benefit Ratio (CBR) and the benefits will return more than double the costs.	This investment is a key enabler for ongoing economic activity (i.e. ongoing annual GDP or employment) with the economic benefit being at least three times the cost of the project.	This investment addresses critical (e.g. regulatory non-compliance or safety issues) shortfalls in our current levels of service.	WDC could be exposed to very high risks.
4	This investment is a direct component or enabler to achieve Council Objectives, Goals and Strategy.	This investment has a measureable Cost Benefit Ratio (CBR) and the benefits will return more than the costs.	This investment is a key enabler for ongoing economic activity (i.e. ongoing annual GDP or employment) with the economic benefit being greater than the cost of the project.	This investment addresses significant (material user experience issues) shortfalls in our current levels of service	WDC could be exposed to high risks.
3	This investment contributes to a wider programmes of work designed to progress the Council strategic objectives and goals.	This investment has no measureable Cost Benefit Ratio but our community are clearly willing to pay for the benefits.	This project is the catalyst or key enabler for one-time only economic activity that is at least three times the cost of the project.	This investment addresses small (nuisance level issues) shortfalls in our current levels of service	WDC would be exposed to medium risks.
2	This investment is aligned to at least one of the Council strategic objectives and/or goals with limited direct contributions.	This investment has no measureable Cost Benefit Ratio and we think our community is willing to pay for the benefits, but we have not confirmed this.	This project is the catalyst or key enabler for one-time only economic activity that is greater than the cost of the project.	This investment makes no change to levels of service.	WDC would be exposed to low risks.
1	This investment has no direct contribution to Council goals and strategy.	The costs outweigh the benefits.	The economic benefit of this project is less than the cost of delivering the project.	This investment reduces levels of service.	WDC would have to put in a work around or keep using a poor or inefficient process.