




Facilities Toolkit

How to manage and
maintain your assets

Overview

Inclusive, accessible, safe and welcoming spaces and places are an essential piece of the overall sport landscape that require significant investment. Providing and maintaining quality facilities not only improve everyone's enjoyment; it also helps give your club a better overall look and feel. Regularly maintaining your clubhouse and changing areas, as well as providing entertainment and a range of quality food and drink options, are important factors that contribute to the long-term sustainability of your club. This is pivotal in projecting the image and culture you want to create within your community.

If starting from scratch, the process begins by identifying the need for a facility and developing a strategic case. Once the concept is drafted, it needs to be evaluated to ensure it is fit for purpose, sustainable and future proofed. Next, the requirements of the facility and estimates need to be detailed before any building happens. Managing and measuring the impact of the facility are also important steps to ensure longevity of investment and the asset. Sport New Zealand's Community Sport & Recreation Facility Development Guide is designed to help those looking to build or develop a community aquatic and/or indoor sports facility. It builds on the **Community Sport & Recreation Facility Development Guide** > 

The six stages of the best-practice facility lifecycle:

Note: This Toolkit is mainly concerned with Stage five 'Operate'.



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The Purpose

Auckland is a complex multi-cultural environment with many challenges and unparalleled opportunities to increase and sustain participation in sport and recreation. This toolkit has been developed (and will be updated) by Aktive, with input from delivery partners CLM Community Sport, Harbour Sport, Sport Auckland and Sport Waitākere, based on insights and good practice examples from across Auckland.

The purpose of this generic facilities toolkit is to provide information, insights and ideas that will assist leaders of clubs/codes to develop and maintain your assets over a long-term. It can be tailored and implemented as each club/code sees relevant.

What is Facility Maintenance?


For sport clubs, facility maintenance is ensuring your facilities are in the best possible condition by maintaining, repairing, upgrading or improving your facility assets to support the primary objectives of your club. Taking pride in your facilities is a great contributor to your club culture and encourages increase in membership. With increasing financial strains on clubs, it is important a club committee takes the time to develop and implement a facility maintenance plan to ensure service delivery, and respond to changing trends and the needs within the community. It is vital your facilities are clean, safe and in good working order to encourage members, supporters and visitors to continue to attend your club.

Operational tasks, such as cleaning, lawn mowing, changing light bulbs are not generally considered in asset management or maintenance planning. There are, however, some more complex or specialist tasks, that are more suited to asset management. These tasks will generally require specialist providers to complete the work, such as an electrician to carry out electrical inspections.

For the benefit of this Toolkit, we have separated asset management into the following key areas, Compliance and Maintenance Programmes:

1. Compliance programmes - the practice of maintaining or servicing certifiable assets on a scheduled basis. These services are generally required for your Building Warrant of Fitness (BWoF) e.g service lift certification, fire and evacuation certification, defibrillator servicing.

Building Warrant of Fitness

Every year your club will need a **building warrant of fitness >** (BWoF) to confirm that systems (such as fire safety, ventilation) have been maintained and that requirements of the compliance schedule have been met. You need to display a BWoF, so that people using your building know that all the systems in the building are functional and operating effectively, without any risk to their **health and safety >** 

2. Maintenance programmes - the practice of maintaining or preserving assets over time (eg Tennis court grooming, field renovations, building washing, swimming pool filter servicing, air conditioning servicing).



TIP

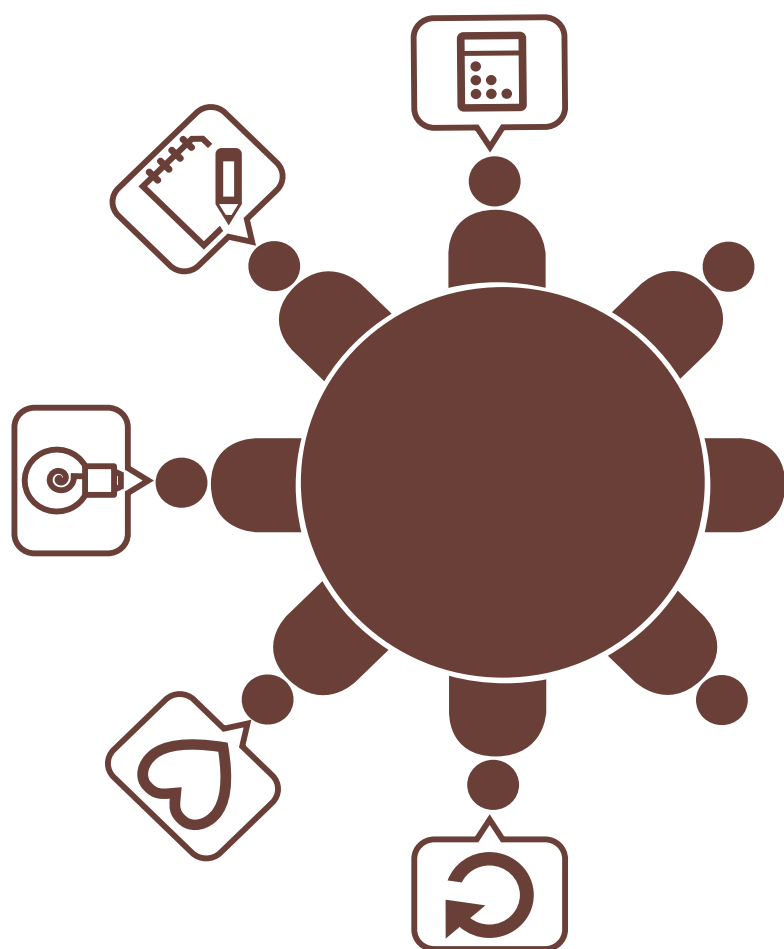
Each year organise a club working bee. This is a great opportunity to connect with members and to get some of your assets tidied up. Select tasks for members to tend to, such as deck cleaning, low window washing, gardening and asset checks. The best time to do this is the weekend before your registration or Open Day. You will have the club looking great for prospective new members!


Who Should Maintain the Facility?

Responsibility for the maintenance of your facility depends on who owns the building and surrounding grounds, which includes any playing fields used by the club. Club committees should be fully aware of their responsibilities by knowing the following:

- Does the club own the building and/or the grounds, changing rooms, storage sheds etc?
- Is it a leased or rented facility and do they have a maintenance agreement and responsibilities agreed to with the landlord?
- Is it a Council owned property or grounds and what is the maintenance agreement in place?
- Who is the relevant contact person at the Council should any issues arise?


It is important to have someone responsible to lead and steer this work within your organisation/club to ensure it is done (i.e a Facility or Grounds Manager). The role of the person can vary depending on the makeup and size of your organisation and facilities. A Facility or Grounds Manager is the central point of contact for coordinating the maintenance of your facility and should report regularly to the club committee - by providing a progress report of the facility management plan and looking at long term solutions and care of your facility. Best practice is to have this as a standing agenda item at your organisation's committee meetings.



For more advice on good governance, view the 'Good Governance and Leadership Toolkit' here > 

However, it is not the role of the facility manager to be the only person in the club maintaining, repairing and upgrading your facilities - it is a team effort.

Encourage your members to provide feedback about the facility advising if there are any repairs required or they have suggestions for any areas of improvement.

Link to the Participation and Membership toolkit for feedback ideas > 

Managing Your Assets

Asset Management Plan (AMP)

An Asset Management Plan (AMP) is critical to the healthy life of a facility. In simple terms, an AMP should assist managers to understand why, when and how much money should be spent on maintenance and improvement work.

Asset management can be defined in a variety of ways, such as Asset Management, Long Term Maintenance, Asset Renewals or Replacement and Infrastructure Management to name a few. In your AMP you should include a physical description of your facility and detail procedures for maintenance.

What types of assets are there?

Common Assets – assets that are consistent across different sectors or don't require specialist inputs or function.	Examples: buildings, court lights, retaining walls, walkways, fences, car parks
Specialty Assets – assets that are specific to a sector or require specialist inputs or function.	Examples: playing courts, scrum machines, pool filters, access gates
Ancillary Assets – assets that are important for your club, however, are not essential for playing the game. Ancillary assets will either be common or specialty assets.	Examples: change rooms, toilets, storage sheds
Chattels – assets that are generally considered plant, furniture and equipment and can be easily removed or serve a necessary function. Chattels will also either be common or specialty assets.	Examples: carpets, curtains, nets, posts, apparel, fridges

For the benefit of this Toolkit, we have separated asset planning into two different formats or programmes: **Renewals and Maintenance.**

1. Renewal programmes - the practice and detail of replacing, renewing, refurbishing, or upgrading assets over time. This could be for end of life, warranty, efficiency, or useful life reasons e.g., Court resurfacing, LED light conversion, club house roof replacement.

2. Maintenance programmes - the practice and detail of preserving assets over time by maintaining or servicing e.g., court grooming, building washing, painting. Each year set aside some time to look at your key assets and prepare a priority list. Focus on your playing surfaces and high use areas, such as clubrooms, change rooms and toilets. An Asset Register is useful to understand and categorise your assets. Then think about how much money you can afford to set aside each year based on those priorities.

Example of an Asset Management Plan template you can use > 

(Note: the example is for a tennis club)

Asset Register

An asset register is simply a list or way of recording assets to establish a comprehensive maintenance and renewal plan. (i.e., you need to know what is being maintained).

Obtain as much information as possible from those who have had responsibility for the maintenance of plant and equipment. If this information can't be supplied, it should be prepared by appropriate staff, consultants, or suppliers. If available, look at 'as built' drawings of the facility, specifications, and operating manuals. Having this information will save considerable time and cost when undertaking maintenance or renovation work. Plans can be supplied to tradespeople undertaking work.

Things to consider:

- What assets have we got?
- Description of what the asset is
- What is the condition of the asset?
- What is the value and what will depreciation be over time?
- What is the location of the asset? (A good idea to group assets by location, so you can do each area at a time when checking)
- Expected lifetime/replacement date
- Number of items if there are more than one. (i.e. chairs, tables, lights)
- Item warranty
- Maintenance requirements
- Level of importance to facility (i.e low, med, high)

[Click here for an Asset Register template to use >](#) 

Below is an example

Description	Serial Number	Original Cost	Date Purchased	Depreciation Method	Depreciation Rate	Depreciation Amount Year 1	Year 2 Adjusted Cost	Depreciation Amount Year 2	Year 3 Adjusted Cost
Club Laptop	2345678	\$1600.00	5/4/18		40%	\$640	\$960	\$384	\$576



Insurance

It is crucial that your organisation/club has some form of insurance and that the cover is comprehensive enough that in the event of a disaster, your organisation/club will be able to continue. It is good practice to review and update insurance policies annually, ensuring the policy is current and covers all the assets.

Annual updates of the asset register provide the opportunity to update insurance policies for the building and plant. Two yearly valuations should be undertaken for insurance purposes. Obtain quotes from retailers/suppliers on a regular basis to ensure the best deals are received. Most insurance companies will provide assistance with drawing up insurance 'specifications' documents but it is important to let them know that competitive prices will be sought

from other insurance companies. When requesting quotes, ensure the quotes are based on the same specifications. Check the policy coverage prior to accepting.

Insurance policies for a Sport and Recreation facility should cover the following as a minimum:

- Plant and buildings (breakdown/damage etc.)
- Cessation/termination of business
- Business interruption
- Fire and theft, natural disaster, weather event
- Trustee liability (if applicable)
- Public liability

More information can be found in the Finance & Insurance Toolkit >

Engaging With Council

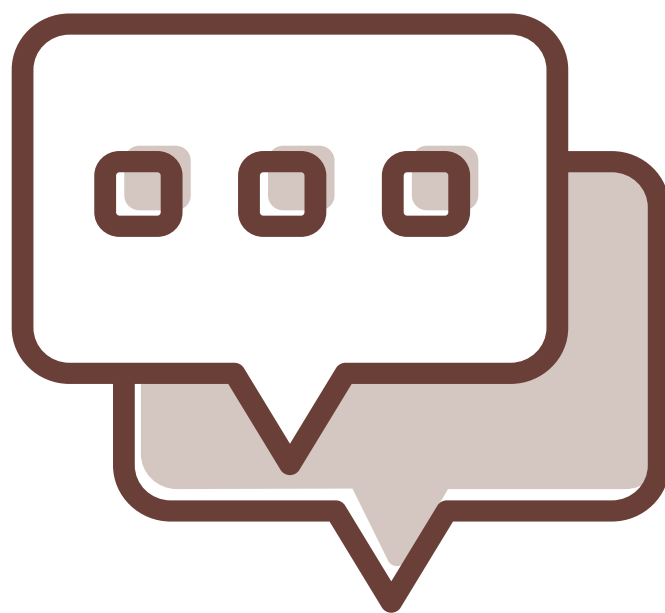
Councils are major funders of sport and recreation facilities across Auckland and look after approximately 220 fields and 200 **community centres / halls** >

Booking a sports field

To make a field booking you need to create a login. Anyone can make a seasonal (winter or summer) booking or a casual booking. Before a casual booking is confirmed Council check that the field is available and in suitable condition for use. A minimum of five days should be allowed for bookings to be processed. Seasonal bookings have submission deadlines published on the **Auckland Council's website** > The weekly capacity of a sports field depends on type (soil, sand, hybrid or artificial), floodlighting and rainfall.

Sports field maintenance

To report a sports park issue or, to speak with a Maintenance Delivery Coordinator call 09 301 0101. This could be related to sports field mowing and marking, car parks, playgrounds, pathways, lighting or similar. Maintenance Coordinators are the public's liaison to the contractors carrying out physical park works. The call centre will issue you with a job number so you can get updates on that status of your request.



Sports field closures

From time to time fields will be closed to due bad weather or maintenance. This can be checked on the **Auckland Council's website** >

Local boards

There are **21 local boards** >> across Auckland that oversee facilities in the local board area. As a club / code you should work with the local board personal assistant to do a deputation to the local board. This is typically a 5-minute time slot at the start of their business meetings where you can provide an update on your club activities and present on challenges and opportunities. We suggest ending the presentation with a question or request to generate conversation with the board members. If you do not wish to do a deputation, you may be able to organise an informal meeting with one or more of the board members.

For more information on Local Boards, click here for the Local Board Plan Toolkit >

Accessing Your Facility

Transport to and from any club can be challenging at times. Help your members and guests to access your facility by providing them with information on the number of carparks available (including time restrictions) in and around your club. You can also let them know their nearest **public transport** >>

options (bus stops, train stations and ferry terminals), places for bicycles and scooters and accessible / parent car parks. Printing this information as a map to show a birds-eye view will make it a lot easier for people to find your facility and will improve the overall experience with your club.

The Key Areas Of Your Building

Now that people know where your club is, consider how you can play with your environment, architecture, layout and aesthetics to create a sense of energy, movement and encourage social interaction in your community. What will this environment look like? What will it sound like? How will it make people feel? Think about what you can do with colour, lighting, space proportions and messaging.

Key areas of your facility to pay attention to:

Entrance / Exit Areas - This is where participants take their first steps so draw them in further with inviting images and messages. Here is your chance to inspire them to experience your club

Playing Areas - Remind people why they are there by reinforcing the fun and social aspects of what they are experiencing.

Changing Rooms - Why shouldn't your changing areas be as inspiring as the rest of your clubrooms? Here you can get your participants in the zone before they start or remind them how good it was afterwards.

Storage Areas - Use 'dead' zones to maximise floor space and provide easy access to equipment.

When it comes to choosing a club (and choosing to stay there), many people rate appearance and atmosphere among the key factors in their decision. If people love what the club looks and feels like they will be more likely to come back. Colours, lighting, different shapes and finishes can help to invigorate the club décor. A lot of people no longer tolerate old décor and poor lighting or play in lifeless or unkept spaces – they're after inspiring and inviting environments.

Security

The safety and security of members should be a top priority for any sports facility. The ways and means of protecting facilities are constantly changing thanks to technological advances and risk management methods.

Design with safety in mind – consider security lighting and sensors to protect the building and also members, creating light open planned areas and car parks.

Outdoor Signage

A lot of businesses understand the value of good signage and view this as an investment that pays for itself many times over. After all, it is an ideal opportunity to promote your club and communicate your club's identity. Well designed and well-placed signage from the road through to the entrance and onto the playing area helps attract people and enhance their experience at your club. This is usually the first impression your members and guests have of your club. In most cases, the building itself is a sign / billboard.

What will your signage show when people go past? How will you provide a snapshot to encourage people to want more? How will it tell your clubs/codes story?

Your signage needs to be visible, welcoming and informative to encourage people to come and experience your club. Some tips for good signage include:

- Picking the location wisely
- Having a consistent design across all signage

- Making it big and clear
- Avoiding too much text
- Using positive language to convey messages
- Maintaining all signage to ensure it stays clean and tidy

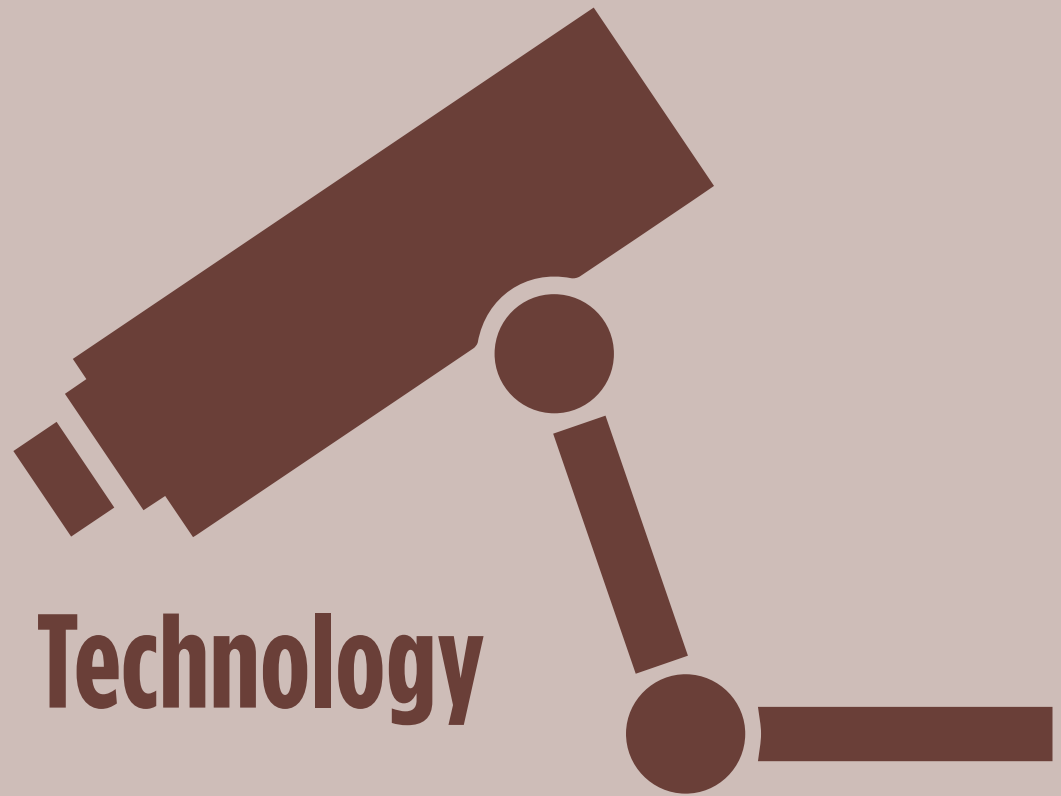
Three areas your club could target for external signage include:

Roadside - directions to the building or fields

Fascia - (the vertical section of the building just below the roof) – club logos and names

Wall - (side of the building) – billboards, illustrations and murals.

Before you start putting signage up, Auckland Council have bylaws that your club will need to adhere to > 



Technology

Invest in relevant technology

- Ensure an adequate alarm system is installed in the building and the codes are changed regularly, and a register of users is kept
- Technology now allows for improved access control, such as swipe keys for doors and lighting (linked to online booking and payment) and exit buttons
- CCTV is also a valuable tool to secure the facility and monitor the activity at the club
- Ensure all computers and web site access areas have adequate security passwords for club users and a record of who has access to systems is kept



Providing Food And Drink

Serving food and drink within your club can be a great way of boosting income and encouraging more people to visit.

Serving food

If your club regularly provides food - even if you contract out your catering - there have been some changes to food safety. Clubs that have a regular bar or restaurant open all the time are likely to require a **For an example food control plan >**

Those that only provide food on special occasions (less than 20 times a year) are likely to be exempt.

Here are a couple of links that may assist:

- **Food handling guidelines >**
- **Hand washing tips >**

Selling or supplying alcohol

If your club wishes to sell or supply alcohol, being aware of the alcohol licensing legislation is crucial. You need to **apply for a club license >** and you need to understand

the responsibilities that come along with selling alcohol. A club licence is granted initially for one year and then can be renewed every three years. Special licences are granted per event or for a series of events.

If your club is serving alcohol, it is important to display appropriate signage. There are **resources available >** to help your club manage this. Likewise if your club has an alcohol license you must **serve food >**

This condition forms part of good host responsibility, as eating before or while drinking significantly reduces the level of intoxication.

It is important to understand who you are targeting and what objectives your organisation/club is trying to create. If your club is predominantly children, youth and families, consider affordable child friendly options for food and drink. Alcohol may not be a necessity. Know your community and your members and the type of environment you are trying to create.

Handling Busy Periods

There are various methods that your club/code could use to either spread facility usage demand more evenly or encourage users' incentives to play in quieter periods on certain days and times. This all depends on the type of facility.

Here are some examples that may or may not be applicable for your club/code:

Membership incentives

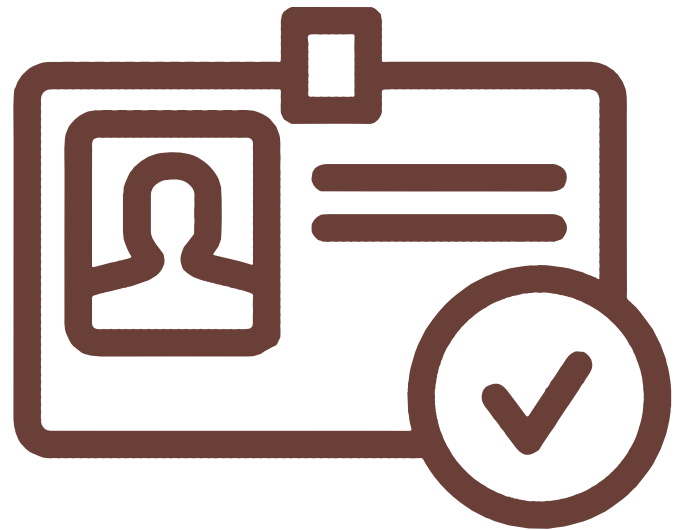
Paying an annual membership fee allows the user to gain use of the facility at most times.

Specific day or times of day incentives

This approach is now becoming more widespread. Membership options may allow for set times of day, certain days of the week or months of the year. For example, weekend memberships to only have access to the facility on Saturdays and Sundays.

Peak-time premiums

The intention is to charge a premium price for the use of the facilities at peak periods - where demand exceeds the number of spaces available. For example, the facility may be booked during peak hours, but they cost 10% more than regular times.



Off-peak incentives

The aim is to reduce the problem of over-demand at popular times and offer incentives (often financial savings) to play at quieter times. For example, off-peak members pay 10% less but cannot use the facility at peak-times.

Partitioning demand

The use of the facility can be allocated according to purpose and to satisfy all types of member. For example, one space is always available for coaching programmes, one is always for member use and two are blocked out for competition purposes.

Reservation system

Taking bookings pre-fills the facility and helps forecast future availability. It also reduces waiting time and queues.

Ways To Excite Your Members

Things your club could do to excite your members:

- Update your carpets and lighting to create a sense of movement and energy
- Place furniture to complement the area – ensure there is enough space for people to be together
- Remove clutter and use dead zones to store equipment, maximise floor space and make things look neat and tidy
- Reflect the vibrancy at your club by repainting the walls with a few striking colours to highlight or accentuate the area
- Display laminated posters in strategic areas to support the colours and lighting - swap with new ones regularly
- Utilise floor tape and stickers to guide people to the playing area (and highlight changes in height such as steps)
- Put images, patterns, shapes and motivational messages on the walls to inspire people to do more.
- Use music to create mood – make sure it is not too soft or too loud!
- Add plants and flowers which gets rid of odours and saves money in the long-term
- For indoor courts ensure great lighting, adequate wall conditions and visible floor markings
- Recognise your players' achievements via memorabilia displays, trophy cabinets and honour boards to relive the club's history and ensure the spirit of your sport lives on through future generations.

How your club can approach this:

- Start by thinking about who your club is, what your story is, what experience you want to offer your members and where you want to take them
- Decide what you want to keep and what you want to change
- Figure out how much you can spend on facility renovations.

Link to the Finance and Insurance toolkit for ideas on budgeting >

- Work from a plan that details where you are and where you want your club to be with its new design. This may mean renovating in stages.

Determine what should be done first. Go for the most impact for the dollar (the more people to see it the better). By transforming your facility you'll change how your members feel about being in it. This will make them more likely to come back for more and more likely to bring their family, friends and colleagues too.





Create A **FUN** Atmosphere

Adding some background music, particularly when hosting a festival or tournament, is a great way of boosting the atmosphere at your club. This creates a more welcoming and relaxed atmosphere, which is particularly important when trying to attract new groups of people.

Research shows that listening to motivating music not only distracts participants (from pain and fatigue) but can even improve effort. This helps you to play harder, faster and longer while greatly increasing your enjoyment of the game.

While training, the right music elevates mood and persuades people to ride through waves of exhaustion rather than giving up. Songs that have between 120 and 140 beats per minute are generally considered the sweet spot – so as long as they mirror your heart rate. This puts you in the zone, can help you keep pace, elevates your mood and makes you want to move. Listening to music after you've been playing can also help your body recover quicker.



Go green - and save costs!

Electricity, gas and water are all utilities which most clubs need. There are several things your club could do to promote better, more sustainable and healthier facilities, while also saving your club money:

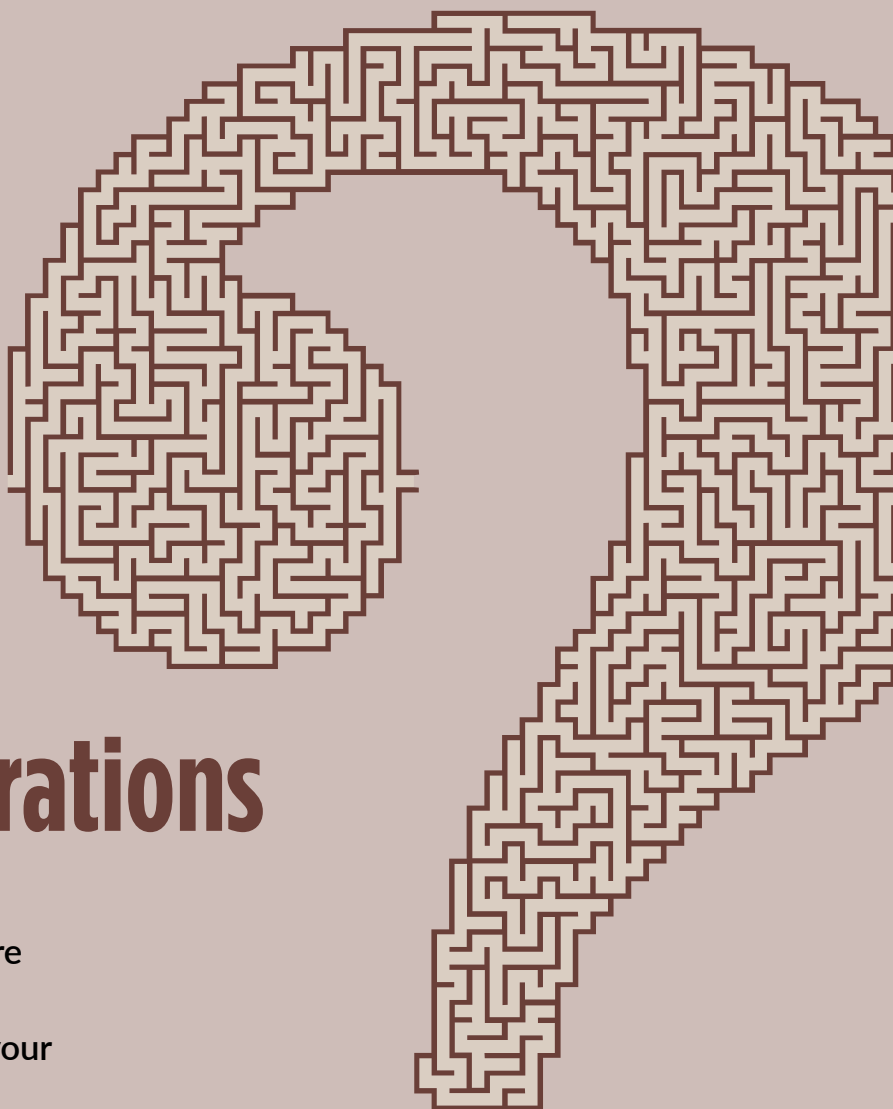
- Utilise recycling stations to reuse rubbish, compost organic matter and dispose of light bulbs
- Use energy-efficient products
- Choose environmentally friendly cleaning products
- Install low flow shower heads to reduce water usage

- Fit efficient air conditioning and heating systems, including double glazing
- Install solar panels to heat water
- Reduce paper through online marketing

Marketing and Communications Toolkit >

- Underlay flooring from recycled products
- Place plants throughout your facility to give fresh air.

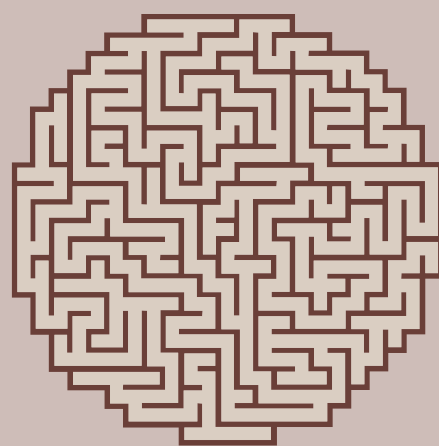
For further ideas on how to save money, click the link to the Finance and Insurance Toolkit >



Future considerations

All facilities face problems and all future projections are based on assumptions. Future considerations that impact on your facility include:

- How your management plan links into the strategic or long-term vision of your organisation
- What resources will be required to determine future programmes and directions
- What resources will be required to remain competitive in a technological sense
- What building extensions, modifications or upgrades to your facility will be required in the future



Prepare for surprises — identify and assess possible risks and how you will deal with the situation should any of these risks actually occur.

Looking for further information?

There is a range of resources available to assist with the management of your club facility.

[Sport New Zealand Community Sport and Recreation Facility Development Guide >](#)
[Facility Management Manual >](#)

[Sports Field Guide >](#)

[Swimming Pool Guidelines >](#)

[Accessibility Design Guide and Self-Assessment Checklist >](#) 

Here to help

Your Regional Sports Trust/Organisations are also here to help – please don't hesitate to contact us if you would like to talk through any of this material and/or assistance for your club and/or code.

More information can be found at the following:

[aktive.org.nz >](#)

[harboursport.co.nz >](#)

[sportwaitakere.co.nz >](#)

[sportauckland.co.nz >](#)

[clmnz.co.nz/counties >](#) 

Information in this toolkit is for guidance only and does not constitute formal professional advice. Where specific issues arise in your club/code, advice should be sought from the relevant expert(s) as necessary.

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