



Statement of Intent

Hutt City Community Facilities Trust

2019/20 – 2021/22

Contents

Introduction	3
Objectives	4
Activities.....	5
Governance.....	6
Ratio of Consolidated Shareholders' Funds to Total Assets	7
Accounting Policies of the CFT	7
Performance Targets.....	8
Prospective Statement of Financial Performance	10
Prospective Statement of Movements in Equity	10
Prospective Statement of Financial Position	11
Prospective Statement of Cash Flows.....	12
Summary of Capital Expenditure Programme	13
The CFT Depreciation Policy	13
Information to be provided to Shareholders.....	14
Procedures to be followed before members acquire shares in other groups etc.....	14
Activities for which the Board seeks compensation from a local authority	15
Board estimate of the commercial value of the shareholder's investment in the group	15
Other Management Issues.....	15

Introduction

This Statement of Intent has been prepared by the Hutt City Community Facilities Trust (CFT), as required under Section 64(1) of the Local Government Act 2002 for a Council Controlled Organisation (CCO). It gives an overview of the CFT, the objectives we will work to achieve, the activities we will undertake, and how we will measure our performance. It covers the three year period to 30 June 2022.

The CFT was established by the Hutt City Council (Council) in August 2012 as a CCO to promote, develop, own, operate, and maintain recreational, leisure, and community facilities in Lower Hutt. Over the next 30 years a number of facilities in Lower Hutt will have to be upgraded or replaced. Changing preferences in the community for the way recreation, leisure, and community services are delivered led HCC to adopt an integrated facilities approach to new developments, which will allow for a range of services to be accessed in one place. The Walter Nash Centre completed by the CFT in late 2015 is a good example of an integrated community facility. The Walter Mildenhall Park Redevelopment completed in 2017 at Naenae, the Koraunui Stokes Valley Community Hub also completed in 2017 and the just completed RICOH Sports Centre at Fraser Park are examples of projects that also follow the integrated facilities model.

The main role of the CFT has been to develop and then maintain a range of fit-for-purpose, leisure, recreation and community facilities that are attractive to the residents and visitors of Lower Hutt.

The Trust recently has undertaken a high level strategic review of its future direction and role. There are three main areas in which it is proposed that the Trust will operate:

1 **Landlord of existing facilities**

Given its existing asset base, as asset owner the Trust will retain legal responsibility and governance oversight for the operation and maintenance of its completed facilities. However it is considered that the detailed management of the completed facilities would be most efficiently carried out by existing Council specialist staff, who would report to the board of the Trust in respect of those operations. This will include work to measure and report the effectiveness of the outcomes of all facilities (together with the associated programmes) on local communities. In addition effective planning for the maintenance and subsequent renewal of these facilities is proposed.

2 **Project delivery**

Project governance oversight is provided by the Trust board and detailed project delivery is provided by a mix of Trust staff and Council staff reporting in the first instance to a Project Control Group comprised of representatives of all stakeholders including of course Council. There are several projects in the early development stage. These include the Wainuiomata Sports and Community Hub and the proposed gym sports building at Fraser Park. These projects are still to be confirmed and approved by Council once design costing and funding is more certain. It is anticipated that the Trust board will provide project and governance oversight of the delivery of these projects once final decisions to proceed have been made but the basis of detailed project delivery is likely to change from that used for the RICOH Sports Centre. Like for ongoing management, it is likely that greater utilisation of existing Council staff with the necessary expertise will be used.

3 Leader for proposing new projects

It is intended that the Trust will consider and explore at a very preliminary stage any other projects which could enhance the facilities available in the City which support Council's overall strategic objectives.

Where appropriate, the CFT will assist with fundraising work to attract donations for these developments from philanthropic organisations, the corporate sector and the community. The Trust will do this by acting as a voice for community facilities in Lower Hutt, using the skills and expertise its trustees bring from valuable experience in business, asset management, and community affiliation.

Future strategic direction

As a consequence of its recent review, the board of CFT concluded that it can achieve more and provide much greater value to Council and the community by operating predominantly in the leadership space of promoting such new projects.

The CFT will strive to have a positive and productive working relationship with Council. The Trust will contribute to Council's community outcomes of a city that is actively engaged in community activities, and a city that promotes strong and inclusive communities. Accordingly, the CFT Board looks forward to working with Council to optimise the overall social, cultural, health and economic wellbeing of Lower Hutt.

Objectives

The objectives of the CFT will follow section 59 of the Local Government Act 2002, which outlines the principal objectives for a Council Controlled Organisation as follows:

- (a) Achieve the objectives of its shareholders, both commercial and non-commercial, as specified in the Statement of Intent;
- (b) Be a good employer; and
- (c) Exhibit a sense of social and environmental responsibility by having regard to the interests of the community in which it operates and by endeavouring to accommodate or encourage these when able to do so.

In addition to the statutory objectives, the CFT Deed of Trust has a range of charitable objectives designed to promote the health and wellbeing of Lower Hutt's communities. These objectives are to:

- Promote, operate, develop, and maintain community facilities in Lower Hutt through the management of the interests and rights relating to these facilities.
- Assist with attracting fundraising from the community and philanthropic organisations for the development of high quality community facilities.
- Provide strategic planning, in partnership with HCC, in relation to the ongoing development and administration of community facilities in Lower Hutt.
- Provide high quality amenities which attract and engage, promoting the health and well-being of residents of and visitors to Lower Hutt.
- Practise prudent commercial administration of high quality community, recreation, and leisure facilities, with a view that they will be financially sustainable.

Environmental objectives

The Board will be considering during the year what we can do effectively to support the Council's environmental objectives. In particular we will give consideration to the potential impacts of climate change and 'carbon zero' initiatives, and what contribution the trust can make to this. We will work with and hold discussions with Council staff to ensure we are working on a co-ordinated basis.

Health and Safety

The Board sees the health and safety of its staff, contractors, the public and all users of its facilities as a top priority. Enhanced reporting to the Board to ensure that there is the best possible health and safety practices and culture in all its facilities is a top priority for the year.

Activities

In the next three years the CFT will focus its activities in the following areas:

- Completing the commissioning and "bedding in" of the recently constructed Ricoh Sports Centre at Fraser Park. The new building is a complex structure and the CFT will work with the tenant, Fraser Park Sportsville (FPS), to best optimise the use and to capture the benefits of the technologies and infrastructure imbedded in the complex.
- Completing with FPS, the final contribution to fundraising for the Ricoh Sports Centre.
- Working with FPS and the community to maximise the use of the new facility.
- Putting in place maintenance plans and regimes for the Ricoh Sports Centre that will ensure the new centre is maintained to a high and safe standard.
- Working with the Naenae Bowls Club and the community to maximise the use of the new facility and to improve its ability to fully fund all operational costs, including insurance, rates and long-term maintenance.
- Putting in place maintenance plans and regimes for the Naenae Bowls Centre that will ensure the new centre is maintained to a high standard.
- Continue to manage, in partnership with the tenant (FPS), the artificial turfs at Fraser Park
- Continue to manage in partnership with the tenant (Council), the Walter Nash Centre at Taita.
- Prepare and implement in partnership with the tenant (Council), maintenance plans for the Koraunui Stokes Valley Community Hub.
- In partnership with the tenant (Council), make modest improvements to the old Walter Nash Centre to bring that building up to modern standards
- Subject to Council funding and approval, prepare concept plans for the proposed Wainuiomata Sports and Community Hub.
- Subject to Council funding and approval, prepare design and tender documents for the proposed Gym Sports building at Fraser Park.
- In cooperation with Council and the gym clubs, raise the approximately \$2m required to design and build the proposed Gym Sports facility at Fraser Park.
- The development of any other community or sporting buildings which the Council has funding for and requests the CFT to project manage.

As a result of its recent strategic review, the detailed basis for delivering any new approved project is now being reviewed to consider in more detail the operational and financial implications. Change may be necessary to the mix of skills required within the Trust itself, and the basis and costing of out-sourced functions which are expected to be provided by appropriate Council staff. Financial projections at this stage are provided on a similar basis as used for previous years, but when we have developed more detail around our future operations, it is possible we may seek to submit an alternative budget and financial projections.

Governance

The CFT board of trustees comprises seven members, one of whom is a Councillor appointed by Council. All other trustees are appointed by Council in line with its Appointment and Remuneration of Directors Policy.

The Chairperson is appointed by the trustees.

The trust board meets six weekly.

The CFT adopts an approach to governance that is in accordance with the best practice statements produced by the Institute of Directors New Zealand (Incorporated). This will include an annual evaluation of the effectiveness of the Trust board through whole of board and individual self-assessments.

The Trustees of the CFT must act in accordance first and foremost with the charitable purposes of the Trust.

The CFT will give effect to the Hutt City Council Long Term Plan and act consistently with other Council plans, strategies and policies.

The CFT will adopt in its relationship with Council ways of working that reflect Council and CCOs as partners in the delivery of shared outcomes. This includes a commitment to the agreed Memorandum of Understanding between the Trust and Council that was signed in the 2012/13 period. This includes:

- A commitment to collaboration.
- A commitment to openness and transparency.
- Adherence to a 'no surprises' policy - where it is appropriate the CFT trust board will bring to Council's attention immediately all new and significant projects, initiatives, and/or issues.
- A commitment by the CFT to the aims and objectives of the Council Long Term Integrated Community Facilities Plan.
- A commitment by Council where it sells recreation or similar land or any other identified community facility, that the profits arising from that sale shall be vested in a reserve for future investment in reserve development, which may include the development of associated community facilities by the CFT and Council. The use of the reserve will be negotiated between Council and the CFT.

The CFT Deed of Trust allows the CFT the ability to raise a loan to part fund approved CFT projects. The CFT will not however raise any significant loans without consulting the shareholder.

Office space, office equipment, IT and administrative support is provided to the CFT by Council. This is expected to continue.

Ratio of Consolidated Shareholders' Funds to Total Assets

Definition of Terms

Shareholders' Funds: Represent the net equity the shareholder has contributed to the Trust since its incorporation. This amount includes issued share capital, revaluation reserves, and retained earnings. There are currently no shareholder funds distributed to the CFT.

Total Assets: Represent the total assets both intangible and tangible of the CFT, disclosed in accordance with applicable financial reporting standards. For completeness it is noted that any tax liabilities in respect of GST and deferred tax are classified as liabilities irrespective of them being a debit or credit balance.

Accounting Policies of the CFT

Financial Statements

The Financial Statements will comply with generally accepted accounting practice in New Zealand (NZ GAAP). They will comply with NZ IFRS and other applicable Financial Reporting Standards. Financial statements will also comply with the Local Government Act 2002.

General Accounting Policies

Accounting policies adopted will be consistent with the New Zealand equivalent of International Financial Reporting Standards (NZ IFRS) issued by the XRB (External Reporting Board).

Particular Accounting Policies

Recognition of Income – Revenue will be recognised when an invoice is raised after service is provided. Other transactions that comply with the definition of "Revenue" in the Statement of Concepts issued by the XRB (External Reporting Board) will also be recognised as revenue.

Goods and Services Tax

Financial statements will be prepared on a GST exclusive basis.

Cash and Cash Equivalents

Cash and cash equivalents includes cash in hand, deposits held at call with banks, and other short term highly liquid investments with original maturities of three months or less and bank overdrafts.

Accounts Receivable

Accounts receivable will be stated at net realisable value.

Investments

Investments will be stated at fair value.

Property Plant and Equipment

Property plant and equipment is shown at cost, less accumulated depreciation and impairment losses.

Consolidation

The purchase method will be applied to prepare the Consolidated Financial Statements (if required).

Leases

Cost of operating leases (if any) will be recognised as expenditure over the term of the lease.

Borrowing

Borrowing is recognised in the balance sheet on a fair value basis.

Taxation

As the CFT has been established as a charitable trust, it should not be liable for income tax. If the Trust does engage in any activity making it liable for income tax, the income tax expense will be calculated after allowance for permanent differences and any group loss offsets.

Funding Commitments

Funding commitments are recognised as a liability and asset until such time that the community facility development is undertaken. At this time it will be recognised as revenue.

Performance Targets

Performance indicators for the CFT are as follows:

Indicator and measure	Target 2019/2022
Operational Management	
<ul style="list-style-type: none">Operational expenditure is within budget	100%
<ul style="list-style-type: none">All reporting requirements set by Council and the Board of CFT are met in accordance with the Local Government Act 2002, the CFT Statement of Intent and the CFT Deed of Trust	Annual Report by 30/9/19, 30/9/20 and 30/9/21 SOI and six monthly report by 1/3/20, 1/3/21 and 1/3/22
<ul style="list-style-type: none">All CFT construction projects have best practice health and safety plans and monitoring in place	100%
Facilities Design and Development	
<ul style="list-style-type: none">All capital expended on design and other consultants is within approved monthly progress project budgets at financial year end	100%
<ul style="list-style-type: none">All capital expenditure on approved projects is at or less than approved progress budget for each project at financial year end	100%

Indicator and measure	Target 2019/2022
Project Delivery	
<ul style="list-style-type: none"> • Concept plans for the proposed Wainuiomata Community and Sporting hub are prepared (subject to funding being approved by Council) 	31 December 2020
<ul style="list-style-type: none"> • Contract documents are prepared for the Gym Sports Building at Fraser Park (subject to funding being raised by CFT or approved by Council) 	30 June 2020
Facilities Management	
<ul style="list-style-type: none"> • All facilities maintain legal compliance, WOFs and/or certification 	100% Building safety upheld
<ul style="list-style-type: none"> • All facilities have in place an agreement to lease within three months of completion 	100% Legal partnerships covering leases and maintenance are agreed with the principal tenants
<ul style="list-style-type: none"> • All facilities have detailed maintenance plans in place within 12 months of completion 	100% Maintenance programmes instituted to ensure facilities' amenity values are retained and are safe for users
Fundraising	
<ul style="list-style-type: none"> • Ricoh Sports Centre 	Final contribution by 30 June 2020
<ul style="list-style-type: none"> • Fraser Park gym facility 	50% of the additional agreed funding raised by 30 June 2020

Prospective Statement of Financial Performance

For the Year Ended 30 June	2018/19	2019/20	2020/21	2021/22
	Forecast	Budget	Plan	Plan
Grants	5,313,000	350,000	7,986,000	250,000
Sponsorships	349,964	54,500	54,500	54,500
Rental Revenue	447,543	578,195	588,195	608,195
Interest Revenue	5,412	4,963	277	2,473
Other Revenue	14,000	14,000	14,000	14,000
Total Revenue	6,129,919	1,001,658	8,642,972	929,168
Personnel	219,505	0	0	0
Rent and Rates	44,799	105,271	107,586	109,959
Insurance	159,570	229,739	236,130	242,034
Operating Expenses	707,221	203,298	183,298	133,298
Maintenance	110,599	118,600	118,600	118,600
Finance Charges	94,500	94,500	94,500	120,000
Total Expenses exc Depreciation	1,336,194	751,407	740,115	723,890
Net Surplus / (Deficit) before Depreciation	4,793,725	250,250	7,902,858	205,278
Depreciation	805,703	954,762	954,762	1,103,367
Net Surplus / (Deficit) after Depreciation	3,988,022	-704,511	6,948,096	-898,089

Prospective Statement of Movements in Equity

For the Year Ended 30 June	2018/19	2019/20	2020/21	2021/22
	Forecast	Budget	Plan	Plan
Balance at 1 July	34,138,063	38,126,085	37,421,573	44,369,669
Net Surplus / (Deficit) after Depreciation	3,988,022	-704,511	6,948,096	-898,089
Balance at 30 June	38,126,085	37,421,573	44,369,669	43,471,580

Prospective Statement of Financial Position

As at 30 June	2018/19 Forecast	2019/20 Budget	2020/21 Plan	2021/22 Plan
Cash and cash equivalents	168,674	152,198	73,477	228,204
Debtors and other receivables	20,969	13,243	14,028	14,813
Prepayments	29,101	0	0	0
Advances to related parties	159	0	0	0
Other prepayments	3,973	3,973	3,973	3,973
Total Current Assets	222,876	169,413	91,478	246,990
Property, plant and equipment	41,456,368	40,507,951	39,553,189	46,449,822
Assets under construction	77,548	71,203	8,000,000	0
Total Non Current Assets	41,533,916	40,579,154	47,553,189	46,449,822
Total Assets	41,756,792	40,748,567	47,644,667	46,696,812
Creditors and other payables	295,207	45,993	48,498	53,232
Borrowings	54,500	54,500	54,500	54,500
Total Current Liabilities	349,707	100,493	102,998	107,732
Borrowings	3,281,000	3,226,500	3,172,000	3,117,500
Total Non Current Liabilities	3,281,000	3,226,500	3,172,000	3,117,500
Total Liabilities	3,630,707	3,326,993	3,274,998	3,225,232
Net Assets	38,126,085	37,421,573	44,369,669	43,471,580
Accumulated funds	36,696,187	35,977,676	42,911,772	41,999,683
Long term asset replacement and maintenance reserve	52,861	66,861	80,861	94,861
Asset revaluation reserve	1,377,037	1,377,037	1,377,037	1,377,037
Total Equity	38,126,085	37,421,573	44,369,669	43,471,580

Prospective Statement of Cash Flows

For the year ended 30 June	2018/19 Forecast	2019/20 Budget	2020/21 Plan	2021/22 Plan
CASH FLOWS FROM OPERATING ACTIVITIES				
<i>Cash was provided from:</i>				
Receipts from grants	350,000	350,000	250,000	250,000
Receipts from rents	447,543	585,921	587,410	607,410
Receipts from sponsorships	395,100	54,500	54,500	54,500
Interest received	5,412	4,963	277	2,473
Net goods and services tax received	81,761	1,449		
	1,279,816	996,833	892,187	914,383
<i>Cash was applied to:</i>				
Payments to employees	-225,606			
Payments to suppliers	-770,936	-878,468	-656,275	-609,817
Interest paid	-94,500	-94,500	-94,500	-120,000
Net goods and services paid	0	0	13,165	10,661
	-1,091,042	-972,968	-737,611	-719,156
Net Cash Inflows/(Outflows) from Operating Activities	188,774	23,864	154,577	195,227
CASH FLOWS FROM INVESTING ACTIVITIES				
<i>Cash was provided from:</i>				
Other investment receipts	5,535,294	14,000	7,750,000	14,000
	5,535,294	14,000	7,750,000	14,000
<i>Cash was applied to:</i>				
Purchase of property, plant & equipment	-6,842,008		-7,928,797	
Purchase of assets under construction	-77,548			
	-6,919,556	0	-7,928,797	0
Net Cash Inflows/(Outflows) from Investing Activities	-1,384,262	14,000	-178,797	14,000
CASH FLOWS FROM FINANCING ACTIVITIES				
<i>Cash was provided from:</i>				
Contribution from Hutt City		159		
Proceeds from borrowings	335,500			
	335,500	159	0	0
<i>Cash was applied to:</i>				
Contribution to HCC	-6,167			
Repayment of Borrowings		-54,500	-54,500	-54,500
	-6,167	-54,500	-54,500	-54,500
Net Cash Inflows/(Outflows) from Financing Activities	329,333	-54,341	-54,500	-54,500
Net Increase/(Decrease) in Cash and Cash Equivalents	-866,155	-16,477	-78,720	154,727
Cash and Cash Equivalents at Beginning of Year	1,034,829	168,674	152,198	73,477
Cash and Cash Equivalents at End of Year	168,674	152,198	73,477	228,204

Summary of Capital Expenditure Programme

	2018/19 Forecast	2019/20 Budget	2020/21 Plan	2021/22 Plan
Naenae Community Hub			7,928,797	
Total per Prospective Financial Statements	0	0	7,928,797	0

The following projects are included in Council's 2018-2028 Long Term Plan but remain subject to Council approval of full business cases. As such, and until Council approval is received, these projects will remain on the CFT's watch list and will be excluded from the Prospective Financial Statements.

	2018/19 Forecast	2019/20 Budget	2020/21 Plan	2021/22 Plan
Wainuiomata Community & Sports Hub *		2,650,000		
Gym Sports Building (at Fraser Park)		2,000,000		
Total per Prospective Financial Statements	0	4,650,000	0	0

* A further 2,150,000 has been provided for by HCC in 2026/27

Proportion of Accumulated Profits/Capital Reserves Distributed to Shareholder

The CFT is a non-profit entity, and any accumulated profits and/or capital reserves are to be used to fulfil the Trust's charitable objectives. There is no current requirement to distribute a proportion of these funds to Council.

The CFT Depreciation Policy

The CFT is still evolving policy with respect to the establishment of cost sharing arrangements between itself and sporting bodies and individuals who will use its facilities, buildings and artificial turfs. Wherever possible the CFT will seek to deliver to the users, debt free buildings and facilities at a price which will encourage and stimulate sporting and community participation.

The accounts published above assume that CFT will strike a facilities/building and turf rental that is designed to raise sufficient funds to maintain the asset over the next 25 years.

The CFT is however mindful that some of its assets will have a life well beyond 25 years and could still be in use in 75 years' time. Predicting what sporting facilities a community might need in 75 years is fraught and the CFT will not attempt to do this. It has therefore resolved to not build into its rental or long-term maintenance strategy an allowance to fund the replacement of an asset older

than 25 years. The financial accounts above reflect this policy. Maintenance costs for an asset life of up to 25 years are generally funded out of user charges. Major assets like roofs, lifts and turf carpets which require replacement at the end of their predictable known life, will be funded by a specific arrangement with Council, or Council, the CFT and the tenant combined.

Because the CFT is still evolving its rental and depreciation charges, negotiations to fix agreed rentals with Council and its other tenants are ongoing. Further research, designed to more accurately determine the actual depreciation and maintenance costs on the CFT's assets and the ability of its tenants to meet those costs, may lead to a change in the above policy and associated CFT budgets for the years beyond 2019/20.

Information to be provided to Shareholders

In each year the CFT shall comply with the reporting requirements specified for Council Controlled Organisations under the Local Government Act 2002, the Companies Act 1993 and other relevant regulations.

In particular, it shall provide the following:

- **Statement of Intent**

A draft Statement of Intent by 1 March detailing all matters required under the Local Government Act 2002.

- **Annual Report**

Within three months after the end of each financial year, the CFT will provide an annual report which provides a comparison of its performance with the Statement of Intent, with an explanation of any material variances, audited consolidated financial statements for the financial year, and an auditor's report (in accordance with sections 67, 68 and 69 of the LGA 2002).

- **Half-Yearly Report**

Within two months after the end of the first half of each financial year the CFT shall provide a report on the operations of the Trust to enable an informed assessment of its performance, including financial statements, and progress on activities and projects (in accordance with section 66 of the LGA 2002).

Procedures to be followed before members acquire shares in other groups etc.

Subscription for shares in any other Company or interest in any other organisation will only take place with express prior approval from Council.

Activities for which the Board seeks compensation from a local authority

It is not anticipated that the Trust will seek compensation from any local authority otherwise than in the context of the normal contractual relationship with Hutt City Council.

If the Trust has undertaken to obtain or has obtained compensation from its shareholders in respect of any activity, this undertaking or the amount of compensation obtained will be recorded in:

- The annual report of the CFT; and
- The annual report of the Hutt City Council.

Board estimate of the commercial value of the shareholder's investment in the group

The Board will conduct an assessment of the value of Council's investment in the Trust. The assessment will be based on the net asset value shown in the Trust's six-monthly report.

The replacement value of the Trust's assets will be approximately \$45 to \$50 million with the completion of the RICOH Sports Centre at Fraser Park .

Other Management Issues

Health and Safety in Employment

CFT will maintain best industry practice and ensure 100% compliance with legislated obligations for its sites and buildings. Health and Safety audits will be undertaken on all CFT construction sites and Health and Safety reviews and meetings and reports of those meetings will be recorded every two weeks.

Community Outcomes

For the past five years CFT has been in building and development mode, it will now commit more resources and work with Council officers to monitor and report on the outcomes of the new CFT facilities. The CFT facilities have had a significant positive impact on the communities that surround them; however this has not been well researched or documented.

Long Term Facility Planning

The CFT has prepared 20 year maintenance plans for all of its buildings and other sporting assets and will now work with Council officers to prepare funding plans for that work. While some of the costs will be met from tenant rentals, more significant expenditure, for example on the cost of reroofing a major building like the Walter Nash, will need to be determined and agreed with Council.

Business Continuity

CFT is refining management practices and back up plans which will become operational in the event of unforeseen circumstances and natural disasters so that any events will have a minimal impact on the future operation of its facilities and assets.

Insurances

CFT will maintain appropriate insurances and/or require its tenants to have appropriate insurances, to mitigate risk of portfolio damage, business interruption and professional indemnity. This will include Directors and Office Bearers' cover where appropriate.

Emergency Preparedness

CFT will continue to develop and maintain systems and procedures to best position itself and its facilities to deal with emergency situations.

Environmental Objectives

CFT staff are working with Council staff and consultants to formulate an environmental strategy for CFT that could change the way CFT builds and manages its sporting infrastructure and buildings. It is probable that CFT will not in future use gas heating in its buildings and will consider changing existing gas units at the end of their working life. CFT is already working to include solar power units on its buildings and will make provision for such units on future buildings. CFT will also investigate designing future buildings under the Green Star rating system if such an approach is affordable.