



TERRITORIAL AUTHORITY BEST PRACTICE ASSESSMENT TOOL AND GUIDE FOR SPORT AND RECREATION DEPARTMENTS

Territorial Authorities (TAs) have responsibility for a range of sport and recreation activities. This includes sports fields and parks, reserves and open spaces, playgrounds and play spaces, swimming pools and leisure centres, as well as a range of sport and recreation programmes and services.

In New Zealand sport and recreation accounts for 16% of TA budget spending, 20% of staff and an asset base of \$7 billion. All TAs have a responsibility to ensure their staff are well equipped, well supported, and have access to good information in order to make sound decisions about their investment in sport and recreation.

The purpose of the TA Best Practice Assessment Tool is to identify areas of good practice and opportunities for development and improvement across departments with responsibility for sport and recreation so that the investment in sport and recreation is maximised.

It is not intended that the results of the assessment be benchmarked against other TAs. The key value for many TAs will be in doing an initial assessment to establish a current position, developing an action plan and then reassessing at a future date to see the improvements made.

Benefits of the TA Best Practice Guide and On-line Assessment:

- A national guide provides a common framework and credibility and objectivity for developing and implementing best practice.
- The online tool (which will be complementary to the best practice guide) will be very accessible and can be updated as new best practice opportunities are identified.
- The assessment ratings can be used as annual KPIs for monitoring and reporting on progress against each of the category descriptions and form part of a risk management process.
- An assessment provides instant feedback on gaps and areas of improvement opportunities.
- An assessment provides improved monitoring and evaluation of performance and improvements made over time regardless of changing personnel in key roles.
- The guide identifies examples of best practice which can be accessed and used as a target to aim for.
- The assessment results can be used to inform staff learning and development areas.

Matters with the TA Best Practice Guide and on-line assessment that TAs should be aware of:

- The level of desire to develop and improve performance will influence whether TAs commit time and resources to engage with the assessment process.
- Regardless of the ratings, action to achieve improvements depends on TA priorities and interests and doesn't guarantee resources being made available to achieve improvements.
- The guide and assessment tool will only be effective if the involved TA personnel are completely honest in assessing the current situation and improvements made.
- Ticking the box to indicate a particular aspect is present does not guarantee quality practice. The guide and assessment tool should be used in conjunction with best practice examples that are referenced in the guide.
- There needs to be a reporting framework to the TA senior management that is aligned with the guide and assessment tool and clearly indicates the gaps (if any) in achieving best practice management of TA sport and recreation.

TA Best Practice Guide Scoring System

Category	Description
Excelling and/or nationally recognised	Recognised as a leader within the sector and a benchmark for other TAs. Best practice leadership is shared with other TAs. Cycles of improvement are embedded. Meets 100% of the expectations.
High Performing	Performance is embedded with clear evidence of best practice and proactive implementation of strategies and policies across all functions of the business. Meets the majority of the expectations (More than 85%)
Sustainable	Demonstrating best practice in many elements with strategies and policies in place for most functions of the business. There are no identified organisational risks. Meets most of the expectations (70-85%)
Developing	Largely meeting current operational needs but potential exposure to risk because strategies and policies are still under development or not being proactively managed. Meets many of the expectations (40-69%)
Initiating	Limited capability with very few strategies and policies in place and as a result there are risks as operational management is reactive and uncoordinated. Meets few of the expectations (10-39%)
Absent or inadequate	No or very limited capability, inhibiting meeting current operational needs and/or potentially exposing the TA to risk. No strategies or policies in place to guide long-term planning and meet operational needs. The strategy or policy is considered may be considered irrelevant at this point in time. Meets less than 10% of the expectations)

Definitions:

The following definitions have been used in developing a hierarchy of strategies, policies and plans.

Strategy: A master plan of action designed to achieve the long-term goals aligned with the TA's Vision set out in its Annual and Long-Term Plans.

Policy: Principles, rules and guidelines formulated or adopted to enable a TA to implement the strategy in a consistent manner in order to reach its long-term goals.

Plan: A proposed or intended course of action.

Territorial Authority Best Practice Guide Flow Chart



How to use the Scoring System

An overall assessment can be calculated score for each section, based on an assessment of the TA's response to each question.

Common strategy and policy titles have been used. Your TA may have a different title for the strategy or policy. Use your judgement to align the questions with your own TA strategy or policy documents.

Your TA may have a strategy or policy that you consider to be best practice that has not been included in the list of strategies and policies. In this case please advise your Sport NZ Relationship Manager who can ensure this is incorporated into future questionnaires.

You are asked to assess your answer to each question against the expectations. For example if the question asks whether your TA has a particular strategy or policy you are asked to assess which one of the assessment scores best describes the quality of the strategy or policy document, taking into account the expectations listed.

If the assessment process is used simply to "tick a box" then it will have little value in terms of the project aim of identifying areas of good practice and opportunities for development and improvement across departments with responsibility for sport and recreation.

For example, if a strategy or policy has been developed but it has become a "shelf filler" and is serving no useful purpose then you should assess this factor as "Absent or Inadequate" or "Initiating".

If public consultation occurred but you know the sample was not representative of the community and/or didn't add significant value to development of the strategy this should be reflected in your assessment. If you think a strategy or policy is irrelevant to your operations at this point in time you will score this Absent or Inadequate.

You may want to document why you assessed in a particular way for each question, so that when you do a new assessment in subsequent years (or if there are staff changes) there is consistency in the assessment and scoring. (Note that when the tool goes online there will be provision to make notes that will give a clear indication of why a particular score was attributed to each factor).

There is no intention that all TA's achieve or attempt to achieve a score of excelling or high performing. The resources required to achieve this status might not be available, there may be other priorities or aspirations, or there may be no requirement to achieve at a higher level than is currently being achieved.

A TA could (theoretically) rate Excelling for Planning, High Performing for Policies, Sustainable for Performance Management, Developing for Relationship Management, and Initiating for Marketing and Branding.

Module A: Planning

No.	Question	Score
A.1	Does your Long-Term Plan recognise the important contribution that sport and recreation makes to the community and to the local economy.	

Expectations:

A.1.1 There is a section in the LTP that specifically sets out the vision and outcomes for sport and recreation/active leisure.

A.1.2 The vision and outcomes in the LTP are supported by budget provision.

No.	Question	Score
A.2	Does your Annual Plan recognise the important contribution that sport and recreation makes to the community and to the local economy.	

A.2.1 There is a section in the Annual Plan that specifically sets out the vision and outcomes for sport and recreation/active leisure.

A.2.2 The vision and outcomes in the Annual Plan are supported by budget provision.

No.	Question	Score
A.3	Do you have an overarching Sport and Recreation/Active Leisure Strategy aligned with the Long-Term and Annual Plans that defines the vision, mission, approach, outcomes, focus and priorities for sport and recreation?	

Expectations:

A.3.1 The S&R Strategy clearly identifies the social, health and economic benefits of sport and recreation to the community.

A.3.2 The S&R Strategy includes an understanding of the capacity of the entire network of sport and recreation facilities and services (size and usability) by both informal and formal sport and recreation including parks and open spaces and sport and recreation facilities.

A.3.3 The S&R Strategy clearly defines current service provision and demand, demographic influences and future service demand projections based on targeted levels of service.

A.3.4 The S&R Strategy sets out the principles and strategy direction for all other TA sport and recreation policies and plans and defines required outputs of service and a service funding policy that defines the expected return on all TA assets.

A.3.5 The S&R Strategy uniquely reflect the TA's environment e.g. rivers, lakes, coast, mountains, rural and urban.

- A.3.6 The S&R Strategy was developed following a stakeholder engagement plan process.
- A.3.7 The S&R Strategy is aligned to Sport NZ's Community Sport Strategy and research including demographic information, participation data, sport and recreation trends, and national and regional sport facility plans.
- A.3.8 Operational/action plans have been developed that link directly with the S&R Strategy.
- A.3.9 There is a process in place for monitoring and reporting on achievement of the S&R Strategy and operational plan/s.
- A.3.11 There is a process in place for reviewing the S&R Strategy prior to its expiry.

No.	Question	Score
A.4	Do you have a Sport and Recreation Facilities Strategy for TA owned sport and recreation assets (complementary to or included in the overarching S&R Strategy)?	

Expectations:

- A.4.1 The S&R Facilities Strategy was developed following a stakeholder engagement plan process.
- A.4.2 The S&R Facilities Strategy considers the choices available for management of TA facilities and programmes and clearly states what the choices are and why those choices were made.
- A.4.3 The S&R Facilities Strategy articulates the purpose of providing TA sport and recreation facilities and the outcomes expected from their operation.
- A.4.4 The S&R Facilities Strategy takes into account population changes and changes in the local economy that may lead to changes in future demand for sport and recreation facilities.
- A.4.5 The S&R Facilities Strategy considers whether there is sufficient financial capacity to adequately support the number of TA sport and recreation facilities that are provided.
- A.4.6 The S&R Facilities Strategy identifies and documents the current state of TA sport and recreation facilities and (where required) a rationalisation plan for facilities that are ageing and/or have declining usage.
- A.4.7 The S&R Facilities Strategy reflects an understanding of the costs and potential revenue for each of the TA owned sport and recreation facilities.
- A.4.8 The S&R Facilities Strategy reflects an understanding of the risks - financial and otherwise - of operating the TA owned sport and recreation facilities.
- A.4.9 The LTP and annual plan provides the level of resource required to deliver on the long-term and annual requirements of the S&R Facilities Strategy.
- A.4.10 There is a process in place for reviewing the S&R Facilities Strategy prior to its expiry.

No.	Question	Score
A.5	Do you have a process in place for assessing the need for new TA owned sport and recreation facilities or for refurbishing existing TA sport and recreation facilities.	

Expectations:

- A.5.1 There is a prescribed process in place for assessing the need for new facilities or refurbishment of existing facilities (possibly as part of the LTP process).
- A.5.2 Cross-TA boundary opportunities are considered when planning for new facilities or refurbishing existing facilities and this requirement is reflected in the LTP planning process.
- A.5.3 Whole-of-life costs are considered when planning for new facilities or refurbishing existing facilities and this requirement is reflected in the LTP planning process.
- A.5.4 The LTP planning process encompasses considerations of other facilities as part of the network for planning purposes e.g. schools and other asset owners.
- A.5.5 The Standards New Zealand Risk Management Guidelines for TA sport and recreation facility development and management are followed and this is reflected in facility planning processes.

Module B: Policies

No.	Question	Score
B.1	Do you have a Parks and Open Space Acquisition and Disposal Policy that guides decision-making around the need to purchase additional land or to dispose of land that is surplus to requirements or not suitable as a park or open space?	

Expectations:

- B.1.1 A formal study on the future demand for parks and open spaces has been undertaken and this informs the P&OSA Policy.
- B.1.2 The P&OSA Policy aligns with District/Unitary Plan provision for subdivision developments.
- B.1.3 The LTP and annual plan provides the level of resource required to deliver on the long-term and annual requirements of the P&OSA Policy.
- B.1.4 There is a process in place for reviewing the P&OSA Policy aligned with every second LTP review.

No.	Question	Score
B.2	Do you have a Sports Field Allocation Policy that defines the basis on which sports fields will be allocated for training and playing purposes?	

Expectations:

- B.2.1 The Sports Field Allocation Policy was developed following a process of consultation with sports codes using the fields.
- B.2.2 The Sports Field Allocation Policy provides for both formal and informal sport needs.
- B.2.3 The Sports Field Allocation Policy sets out the responsibilities of the codes as well as the service levels to be provided by the TA.
- B.2.4 The Sports Field Allocation Policy is applied equitably and consistently across the district/city for all codes.
- B.2.5 The Sports Field Allocation Policy is reviewed following seasonal use and adjustments are to the Policy are made accordingly.

No.	Question	Score
B.3	Do you have a Prioritising Use of Indoor Court Facilities Policy (for sports codes using TA indoor facilities) to ensure allocation of court space is on an equitable and transparent basis?	

- B.3.1 The Prioritising Use of Indoor Court Facilities Policy was developed following a process of consultation with sports codes using the indoor facilities.
- B.3.2 The Prioritising Use of Indoor Court Facilities Policy is applied consistently and fairly across all sports codes using the TAs indoor facilities.
- B.3.3 The Prioritising Use of Indoor Court Facilities Policy sets out the responsibilities of the codes as well as the service levels to be provided by the TA.
- B.3.4 There is a process for reviewing the Prioritising Use of Indoor Court Facilities Policy periodically following a process of engagement with sports codes using the indoor facilities.

No.	Question	Score
B.4	Do you have a Sport and Recreation Leases Policy (for sport and recreation groups locating clubrooms on TA parks)?	

Expectations:

- B.4.1 The S&R Leases on Reserves Policy is applied fairly and appropriately across the district/city.
- B.4.2 Leases are actively managed taking into account whether the sport and recreation group is fulfilling the terms of the lease including whether participation is increasing or decreasing and whether spaces are being used for the purpose provided for in the lease.
- B.4.3 There is flexibility in the term of the leases being negotiated, with shorter leases where there is a higher risk and longer leases where there is a lower risk to the TA.
- B.4.3 There is a process in place for reviewing the S&R Leases on Reserves Policy on an ongoing basis.

No.	Question	Score
B.5	Do you have a Sport and Recreation User Charges Policy which clearly defines the fees to be paid for use of playing fields and other TA assets?	

Expectations:

- B.5.1 The S&R User Charges Policy was developed following a stakeholder engagement plan process.
- B.5.2 The policy stipulates whether charges will or will not be made, for a range of services including sports field use for casual and organised sport and recreation.
- B.5.3 The policy defines the base level of maintenance of sports fields for which there will be no additional charge and whether charges will or will not be made for maintaining cricket wicket blocks, marking sports field lines, supplying goal posts or line flags for any sports.
- B.5.4 The policy defines whether rates, water rates, sewer charges and refuse charges are remitted and to what extent.
- B.5.5 The policy defines whether charges will or will not be made for private hire of fields, council public hard courts, school casual use of sports fields, organised and casual use of swimming pools and leisure centres.
- B.5.6 There is a process in place for reviewing the S& R User Charges Policy at least every five years.

No.	Question	Score
B.6	Do you have a Community Grants Policy that sports and recreation groups can access to improve their capability or deliver programmes and services which encourage and support people to be more active?	

Expectations:

- B.6.1 The S&R Grants Policy was developed following a stakeholder engagement plan process.
- B.6.2 The recommendations from officers align with the S&R Grants policy.
- B.6.3 There is a process in place for reviewing the S&R Grants Policy in consultation with sport and recreation codes at least every five years.

No.	Question	Score
B.7	Do you have an Events Policy that sets out the terms and conditions under which community events can be planned and provided?	

Expectations:

- B.7.1 The Events Policy was developed following a stakeholder engagement plan process.
- B.7.2 The Events Policy incorporates sport and recreation focussed events.
- B.7.3 There is a clear process for applying for approval to host events and decisions on approving events is consistent with the Events Policy.
- B.7.4 The LTP and annual plan provides the level of resource required to deliver on the long-term and annual requirements of the Events Policy.
- B.7.5 There is a process in place for reviewing the Events Policy prior to its expiry.

No.	Question	Score
B.8	Do you have a Multi-Use/Sportville Facility Policy for sport and recreation clubs wanting to develop or upgrade facilities?	

Expectations:

- B.8.1 The Multi-use/Sportville Facility Policy was developed in consultation with sport and recreation codes.
- B.8.2 The Multi-use/Sportville Facility Policy is supported by resources available to complete feasibility studies.
- B.8.3 Formal agreements are in place with current Multi-Use/Sportville Facility projects that describes the roles and responsibilities of both parties.

Module C: Asset and Service Plans

No.	Question	Score
C.1	Do you have an Active Friendly Environments/Transport Plan (or a Cycling, Walking, Bridleway, Paper Road Plan) that encourages people to actively move around your district or city?	

Expectations:

- C1.1 The Active FE/Transport Plan was developed following a stakeholder engagement plan process.
- C1.2 The Active FE/Transport Plan links, as appropriate, with neighbouring TA cycling and walking linkages and with the National Urban Cycleway Investment Project.
- C1.3 The Active FE/Transport Plan is integrally linked with the TA's Transport Strategy and Plan.
- C1.4 The Active FE/Transport Plan incorporates partnerships e.g. trusts that run cycle ways.
- C1.5 The LTP and annual plan provides the level of resource required to deliver on the long-term and annual requirements of the Active FE/ Transport Plan.
- C1.6 There is a process in place for renewing the Active FE/Transport Plan prior to its expiry.

No.	Question	Score
C.2	Do you have Reserve Management Plans (and where required Development Plans) in place for all parks and reserves (this may be a generic plan covering a number of parks and/or reserves)?	

Expectations:

- C2.1 RMPs clearly define the TA's vision/goals and core purposes/use of reserves relating to sport and recreation outcomes consistent with their classification.
- C2.2 RDPs are prioritised and funded to ensure that any actions arising from the RMPs are implemented in a timely way.
- C2.3 The LTP and annual plan provides the level of resource required to deliver on the long-term and annual requirements of the Reserve Development Plans.
- C2.4 There is a process or policy in place to ensure newly acquired Parks/Reserves are covered by an appropriate RMP within an agreed timeframe.

No.	Question	Score
C.3	Do you have Asset Management Plans in place for each of the TA owned sport and recreation facilities?	

Expectations:

- C.3.1 The asset management plan/s for TA owned sport and recreation facilities articulate expectations about standards of asset maintenance.
- C.3.2 The LTP and annual plan provides the level of resource required to deliver on asset maintenance including the annual requirements for sports field maintenance.
- C.3.3 Provision in the LTP and annual plan accurately reflects the investment required to maintain the TA's facilities in good condition and in accordance with the asset management plan/s.

No.	Question	Score
C.4	Do you have health and safety plans are in place for your TA sport and recreation facilities and programmes to safeguard customers and staff and your responsibilities under the relevant legislation.	

Expectations:

- C.4.1 All pools are accredited with PoolSafe certification.
- C.4.2 All playgrounds and play spaces are maintained to a high standard to ensure they are safe.
- C.4.3 Health and safety policies are in place for each of the TA facilities and programmes (or a generic policy for all facilities)?
- C.4.4 TA Health and safety practices are monitored and measured against the TA policies.
- C.4.5 There is a process in place for reviewing health and safety plans on an ongoing basis.

Module D: Performance Management

No.	Question	Score
D.1	Do you have applicable contracts for service (or a business plan) in place for management of all functions of the business	

Expectations:

- D.1.1 Contracts for service (or a business plan) are in place for managing facilities and programmes regardless of whether they are managed in-house or managed by private contractors and/or community trusts or groups.
- D.1.2 Service Level Agreements that define the level of service to be provided are in place for all applicable internal service provision e.g. maintenance of facilities.
- D.1.3 Service Level Agreements are in place with all sports codes using TA facilities that clearly define expectations and conditions of use.
- D.1.4 Before drawing up contracts for service (or business plans) there is a clear understanding of TA facility and programme costs and potential revenue for the applicable area of the business.
- D.1.5 All contracts for service (or business plans) detail measurable expectations (KPIs) about service delivery including utilisation and the financial cost or return to the TA.
- D.1.6 Information on utilisation and other key sport and recreation information is captured and documented in a consistent manner for applicable facility utilisation and programmes.
- D.1.7 Accessibility policies are incorporated into contracts for service (or business plans) to ensure all parts of the community have access to TA facilities?
- D.1.8 The key performance indicators are benchmarked against good practice with other TAs and/or the private sector e.g. Yardstick, CERM or other provider and the information is used to make decisions that drive better performance i.e. increased quality of service delivery or increased return on the investment in the assets.
- D.1.9 There is a process in place to audit (against KPIs) performance for all contracts (or business plans) and take mitigation or remedial action for areas that fall below achieving the KPIs.

Module E: Relationship Management

No.	Question	Score
E.1	Is there a committee of elected representatives that has a responsibility to engage with sport and recreation issues?	

Expectations:

- E.1.1 The committee meets at regular intervals to discuss sport and recreation issues.
- E.1.2 Officer recommendations to the Committee are consistent with the TA strategies and policies.

No.	Question	Score
E.2	Do you have a formal process of engaging with other groups that are working in the sport and recreation sector within your community?	

Expectations:

- E.2.1 A stakeholder engagement plan defines the frequency and methodology for meeting with a range of stakeholders to share information and good practice.
- E.2.2 The stakeholder engagement plan includes sports codes, Regional Sports Trusts, Department of Conservation, neighbouring TAs, Ministry of Education and/or schools, the tourism sector, local iwi and private providers.

Module F: Marketing and Communications

No.	Question	Score
F.1	Do you have an annual marketing plan for TA programmes and services to provide active marketing of programmes and facilities to ensure they are more visible and more accessible to more people?	

Expectations:

- F.1.1 The marketing plan defines the expected outcomes from the marketing effort e.g. increase in patronage, diversity of markets, new markets.
- F.1.2 The marketing plan is underpinned by appropriate research, it is customer led and aligned with the strategic vision.
- F.1.3 The TA has the level of capability and the level of resource required (either in-house or external) to develop, implement and review/assess a marketing plan against the defined expected outcomes.

- F.1.4 The TA brand is prominent on TA facilities and programmes regardless of who delivers the TA programmes or manages TA facilities.
- F.1.5 The annual plan budget provides the level of resource required to implement the marketing plan.

BEST PRACTICE GUIDE FOR SPORT AND RECREATION MANAGERS

REFERENCE SOURCES

The following models can be used to guide best practice for TA sport and recreation. Note that the actual title of your strategy or policy may differ from the title given in the left hand column. You may have a strategy and not a policy for a particular item.

Strategy or Policy	Document Title	Link or who or where it can be obtained from
Sport and Recreation/ Active Leisure Strategy	Sport & Active Living Strategy Sport and Recreation Strategy	http://www.tauranga.govt.nz/council-documents-reports/councils-strategies-plans-reports/strategies/sport-and-active-living-strategy.aspx http://www.aucklandcouncil.govt.nz/EN/planspolicies/projects/plansstrategies/Councilstrategies/Pages/home.aspx
Sports Fields Allocation Policy	Active Reserves Level of Service Policy Outdoor Spaces Bookings Policy	http://www.tauranga.govt.nz/council-documents-reports/bylaws-policies/policies.aspx then go to "A" for Active http://www.tauranga.govt.nz/council-documents-reports/bylaws-policies/policies.aspx then go to "O" for Outdoors
Programming Policy	Prioritising Use of Indoor Facilities Policy	http://www.tauranga.govt.nz/council-documents-reports/bylaws-policies/policies.aspx then go to "p" for prioritising
Leases Policy for locating clubrooms on TA parks		
Parks and Open Space Acquisition and Disposal Policy	Parks Strategy Open Space Strategy Open Space Levels of Service Policy and Best Practice Guide	http://www.timaru.govt.nz - Publications http://www.tauranga.govt.nz/council-documents-reports/councils-strategies-plans-reports/strategies/open-space-strategy.aspx http://www.aucklandcouncil.govt.nz/EN/planspolicies/projects/plansstrategies/Councilstrategies/Pages/home.aspx http://www.tauranga.govt.nz/council-documents-reports/bylaws-policies/policies.aspx then go to "o" for open
Sport and Recreation User Charges Policy for use of playing fields and other TA assets		

Strategy or Policy	Document Title	Link or who or where it can be obtained from
Accessibility policy to ensure all sectors of the community have access	Age-Friendly City Strategy Disability Strategy	http://www.tauranga.govt.nz/council-documents-reports/bylaws-policies/policies.aspx
Community Grants Policy		
Community Events Policy		
Multi-use (sportville) policy		
Active Transport Plan (or Cycling and Walking)	Off-Road Walking and Biking Strategy 2012 to 2032	http://www.timaru.govt.nz - Publications
Reserve Management Plan (generic or specific)	Coastal Reserves Management Plan 2013 Active Reserves Management Plan 2005	http://www.tauranga.govt.nz/council-documents-reports/councils-strategies-plans-reports/plans/reserve-management-plans/coastal-reserves.aspx http://www.tauranga.govt.nz/council-documents-reports/councils-strategies-plans-reports/plans/reserve-management-plans/active-reserves.aspx
Health and Safety Plan for sport and recreation facilities and programs		
Partnership Policy for shared projects with neighbouring TAs (also governmental and non-governmental agencies)	Sub-regional Parks Policy	http://www.tauranga.govt.nz/council-documents-reports/bylaws-policies/policies.aspx then go to "S" for Sub-regional
Stakeholder management plan that guides engagement with sports clubs and community groups	Tauranga Hockey Funding Agreement Surf Lifesaving NZ - Regional Lifeguard Service Agreement Relationship Agreement between TCC and Sport Bay of Plenty	Contact Kiri Pope, Tauranga City Council to discuss http://www.sportnz.org.nz/managing-sport/case-studies/behind-sport-bay-of-olenty-and-tauranga-city-councils-great-relationship
Marketing (and branding) plan for programmes and services		