




# **Long Term Plan 2018-28**

## **Service Plan for Community Development and Facilities**

Adopted by Council with the final Long Term Plan 2018-28 on 26 June 2018

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Approvals		
Role	Name	Signature and date of sign-off
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## What does the overall Group of Activities do and why do we do it?

Through the Communities and Citizens Group of Activities the Christchurch City Council enhances the wellbeing and resilience of its citizens and communities.

We contribute to safe, healthy and inclusive communities by providing high-quality library, sports and recreation, arts and cultural, community development and emergency management services.

We provide opportunities for people to express themselves and be challenged by art, music, theatre, dance and other media and to understand and celebrate our many identities and heritage.

Our libraries act as a vehicle for access to knowledge, ideas and information and as a democratic service open and available to anyone. Libraries are a trusted and recognised feature of local communities, but are also part of a network, with branches covering all parts of our city.

We encourage more people to be more active more often through the provision of a range of sport and recreation facilities and programmes.

We provide community centres, halls and houses to encourage participation in local activities and build a sense of community.

We provide information and advice to help citizens and communities. We offer support to community organisations to help them deliver the valuable services they provide.

Our activities aim to ensure all citizens have the opportunity to participate in community and city decision-making.

These activities help communities become stronger, more resilient, and healthy, so that Christchurch becomes a better place to live and provides opportunities for all.

## 1. What does this activity deliver?

Christchurch is made up of many different communities and communities of interest. Each has its own with their own location, or focus of interests, differences, strengths and identities. It is the diversity of communities and their collective strengths and differences that make Christchurch the interesting and attractive place it is in which to live, work, play and visit.

Christchurch City Council has a proud and long history of being a leader amongst local authorities for supporting activity in communities and the Council is committed to that continuing. This activity provides direct Council support and assistance to communities and community organisations to develop the capability and capacity of communities and community organisations to provide community services and define and realise local community aspirations; support the community sector and non-government organisations; and contribute to all forms of local decision making and community action.

This activity includes the following services:

- Strengthening communities community development support is to metropolitan organisations through the Community Support team and community organisations by the local Community Teams, which includes community activation, local capability and capacity building and supporting community based partnership projects
- Providing grants funding and loans to community organisations, on behalf of Council and other funding bodies
- Operating and jointly managing Community facilities including facilities for volunteer libraries
- Contributing a grass roots community perspective and context to the development of Council strategies and policies such as the Multi-cultural Strategy and advice to Council, Committees and Community Boards on social and local issues

Community development related coaching, advice, capability and capacity development support is provided to over 200 community based and metropolitan non-government organisations through the City. These include but are not limited to: residents associations and neighbourhood groups, young people's organisations, work with older people, Menz Sheds, social service providers, working with people without homes, parents with young families, environment groups, groups supporting people with disabilities, groups sport and social recreation to enhance connections and cohesion within and between communities. All of these groups work directly with people in communities and the work done through the service provided supports and enables them to do it as effectively as possible and in the way most appropriate for their specific community.

The activity administers the Strengthening Communities grants funding programmes which total over \$7m and advises Councillors and Community Board members on the eligibility and relative merits of applications. Annually over 2,500 applications are received. Each application is individually assessed and a report is prepared to inform final decision making. On average 900 grants are made and each requires agreements to be prepared and ongoing monitoring to be undertaken and support provided to grant recipients as required. The activity also administers Community Arts Funding on behalf of Creative New Zealand, the Community Loans Scheme for organisations to undertake major projects, and the Mayoral Fund that provides up to \$400,000 in small grants to hundreds of Christchurch individuals and families in significant hardship.

This activity provides more than 80 community facilities across Christchurch. These facilities include community centres, halls and cottages that are used by community groups, residents groups, sports groups and individuals for recreation, education, social and private events. These include buildings that are used to provide volunteer library services for local residents, as well as buildings that house early learning centres for local children, and volunteer toy libraries. It also includes the operation of the community spaces and meeting rooms housed in multi-use facilities, such as Te Hapua Halswell Centre, that share a site with other Council services such as pools, libraries and customer service centres.

Nearly 70% of these facilities are managed in partnership with local community organisations. A number of facilities are of historic significance, with seven facilities having heritage status in the New Zealand Heritage List including the Coronation Library and the Gaiety Hall in Akaroa, and Risingholme Community Centre in Opawa.

As part of this activity, a significant rebuild and repair programme is being undertaken to repair the damage created by the Canterbury Earthquakes. This programme includes 14 facilities that are still to be repaired, rebuilt or a determination made on their future. This service includes a significant amount of engagement with the local community to ensure that new or repaired facilities are fit for purpose, and the partnership approaches to the activation and management of the Community facilities results in strong community ownership of each facility and, use by a wide range of local organisations.

The collective community based activity and close connections and relationships the staff develop and manage with communities is used to inform and provide context for advice to elected members to assist with decision making. This happens directly from staff and through supporting groups and individuals to make representation and deputations to Community Boards, Council Committees and Council on issues of interest or concern to themselves and or their community. This includes addressing issues such as: Waste Water treatment in Bank Peninsula, Coastal Hazards, Street Workers in the inner city, Homelessness, street scape and beautification, and the need for neighbourhood based services to name a few.

In addition a direct and unique contribution informed by grass roots knowledge and research is made to informing Council policies and programmes to support Council's vision, such as the Multicultural Strategy and the Safer Christchurch Strategy. And sector groups are supported to develop their own strategies and plans for action such as the recently developed and launched Youth Action Plan which was designed and developed by Young People for young people and as basis of an active partnership with Council.

The Graffiti Team which is also a part of this service supports businesses and individuals to remove and eradicate graffiti throughout the City. Graffiti is not only damaging to property it is often precursor to more serious crime in the areas that occurs. However, this can be reduced through rapid removal. The programme delivers education and prevention programmes to schools, and coordinates 1000 volunteers to remove graffiti from public and private buildings and places throughout Christchurch.

## 2. Why do we deliver this activity?

Strong and active communities are central to a dynamic, resilient and healthy city. This requires people to feel a sense of belonging and ownership which can be achieved through participation. The services we provide and activities we undertake are all designed to enable continue and increase individual and community participation and ownership by the citizens of Christchurch, to their City or community.

This directly aligns with Council has very strong commitment to Citizenship and is reflected in the Community Outcomes that these activities contribute primarily to:

- Strong sense of community
- Active participation in civic life
- Safe and healthy communities

The value of this activity and the services that are provided has been shown in the way the City and communities have coped with earthquakes and subsequent events, the high number of community organisations and residents groups that operate in the city that contributes to its enduring resilience; the support for Community Boards and local decision making; the extent of deputations to formal meetings, community partnerships operating local facilities including volunteer libraries, and people in streets and communities doing things for themselves such as street parties, beautification, neighbourhood week activities and addressing issues such as the sense of isolation of many elderly people.. Not all communities have the same capacity or capability, resources or facilities to address immediate issues or take on new projects that would enhance their quality of life, participation, or the health and wellbeing of their community. We understand that and work alongside communities and in partnership to enable all communities to realise the aspirations they have for their part of their City.

Equally not all interest groups have same capacity or capability to have their voice heard, yet effective and robust decision making requires the consideration of the perspectives of different parts of the community. We support interest groups and communities to identify and communicate their views to decision making to help ensure all parts of the community are heard and the best possible decisions are made by or on behalf of the communities of Christchurch.



### 3. Specify Levels of Service

The Levels of Service, Performance Measures and Performance Targets for Community Development and Facilities activity are provided below. Shaded rows are the levels of service and performance measures to be included in the Long Term Plan. Non-shaded rows are non-LTP management level measures.

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2028/29	
					Year 1	Year 2	Year 3		
					2018/19	2019/20	2020/21		
<b>Manage Community Grants funding and Community Loans, on behalf of Council and other funding bodies</b>									
<b>2.3.1</b>									
2.3.1	Effectively administer the grants schemes for Council.	Provide funding for community-led projects and initiatives that build stronger communities.	Reports from community organisations that demonstrate benefits aligned to Council outcomes and priorities.	95% of reports demonstrate benefits that align with Council outcomes and priorities.	There are no benchmarks for this performance measure.	2.3.1.1 95% of reports demonstrate benefits that align to Council outcomes and priorities.	2.3.1.1 95% of reports demonstrate benefits that align to Council outcomes and priorities.	2.3.1.1 95% of reports demonstrate benefits that align to Council outcomes and priorities.	2.3.1.1 95% of reports demonstrate benefits that align to Council outcomes and priorities.
			2.3.1.2 Reports from Funding database and annual funding report indicate 100% compliance	2.3.1.2 100% compliance with agreed management and administration procedures for loans and grants schemes		2.3.1.2 100% compliance with agreed management and administration procedures for grants schemes for Council	2.3.1.2 100% compliance with agreed management and administration procedures for grants schemes for Council	2.3.1.2 100% compliance with agreed management and administration procedures for grants schemes for Council	2.3.1.2 100% compliance with agreed management and administration procedures for grants schemes for Council

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						Year 1	Year 2	Year 3	
						2018/19	2019/20	2020/21	
<b>2.3.2</b>									
2.3.2	Effectively administer the community loans scheme and all other grant funds under management.	Provide funding that contributes the development of resilient and engaged communities	Reports from Funding database and annual funding report indicate 100% compliance	100% compliance with agreed management and administration procedures for loans and grants schemes	There are no benchmarks for this performance measure.	100% compliance with agreed management and administration procedures for community loans scheme and all other grant funds	100% compliance with agreed management and administration procedures for community loans scheme and all other grant funds	100% compliance with agreed management and administration procedures for community loans scheme and all other grant funds	100% compliance with agreed management and administration procedures for community loans scheme and all other grant funds
<b>Community facilities provision and operation, including the provision of facilities for volunteer libraries</b>									
<b>2.0.1</b>									
2.0.1	Provide a range of well utilised community facilities, including voluntary libraries.	Community facilities that are provided have high rates of utilisation.	Occupancy rates of Council-managed facilities.	High variance of occupancy rates across the network.	Wellington average occupancy is 52% for 2016.	2.0.1.1 All Council-managed facilities have occupancy rates of 35% or higher.	2.0.1.1 Council-managed facilities have average occupancy rates of 35%-40% or higher.	2.0.1.1 All Council-managed facilities have occupancy rates of 35% or higher.	2.0.1.1 Existing facilities are retired when alternative provision is available maintaining a sustainable network.
<b>2.0.1</b>									
2.0.1	Provide a range of well utilised community facilities, including voluntary libraries.	Community facilities meet the needs of the community	Community Facility Plan	Not available	There are no benchmarks for this performance measure.	2.0.1.2 Community Facility Plan adopted	2.0.1.2 Actions adopted in the Community Facilities Plan are implemented	2.0.1.2 Actions adopted in the Community Facilities Plan are implemented	2.0.1.2 Actions adopted in the Community Facilities Plan are implemented

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					Year 1	Year 2	Year 3		
					2018/19	2019/20	2020/21		
2.0.7 2.0.7	Support community management and activation of facilities through a Council and Community partnership model.	Community facilities will be managed in partnership with the Community.	Percentage of community facilities provided by the Council that are operated in partnership with the community.	74% of community facilities managed in partnership with the community.	Wellington: 75% are community-managed	2.0.7 At least 80% of community facilities are activated and managed in partnership with the community.	2.0.7 At least 80% of community facilities are activated and managed in partnership with the community.	2.0. At least 80% of community facilities are activated and managed in partnership with the community.	2.0.7 At least 80% of community facilities are activated and managed in partnership with the community.
4.1.27.2 4.1.27	Community development projects are provided, supported and promoted.	People are actively involved in their communities and local issues	Community Board Plans	All Community Boards have a current community plan	There are no benchmarks for this performance measure.	4.1.27.2 Community Board plans are developed and implemented	4.1.27.2 Community Board plans are developed and implemented	4.1.27.2 Community Board plans are developed and implemented	4.1.27.2 Community Board plans are developed and implemented

#### 4. What levels of service do we propose to change from the current LTP and why?

To review changes to levels of service between those adopted for the Amended Long Term Plan 2016-25 (Annual Plan 2017/18) and the draft Long Term Plan 2018-28, refer to [section 4 of the draft Service Plan](#).

#### Changes in Levels of Service adopted in Annual Plan 2019/20

LoS number	Proposed change	Rationale
2.0.1.1	Council-managed facilities have average occupancy rates of 35%-40% or higher.	Council (LOS 2.0.7 target - At least 80% of community facilities are activated and managed in partnership with the community.) has asked that we enter into partnership agreements for the operation of better utilised Council operated facilities e.g. Lyttelton, Aranui so they will no longer be included in calculating the average.

## 5. How will the assets be managed to deliver the services?

The assets included in this activity are 89 community facilities. The 2010/11 earthquake sequence had a significant impact on many of these facilities across the city. A large rebuild and repair programme has been undertaken and 14 facilities are still being rebuilt, repaired or considered as part of this programme. This rebuild and repair programme has contributed to an already constrained financial environment for community facilities and a number of steps are being taken to improve the return on investment that Council gets from this activity, including an assessment of the current use of facilities and the creation of a partnership model to promote community management of facilities.

Council is focussed on gathering an increased amount of relevant data to inform its management of community facilities. This will include the makeup of each facility including floor plans, capacity and potential uses, as well as occupancy data that demonstrates how the facilities are being used, how often and by whom. This information will allow Council to identify and promote facilities owned by third parties, promote multi-use of existing facilities, divest facilities that provide opportunities for ongoing and future use by the community, and close facilities that no longer effectively meet community need, are impractical to repair or are unable to be sustainably operated.

Council is committed to working in partnership with community groups to manage these assets for the community, and is currently developing a partnership model to provide some consistent structure for the on-site management of facilities, which will also be agile enough to support varying levels of community input and responsibility. The goal of increased community management of facilities is to share costs, increase buy-in from the community and consequently increase use, improving the long-term sustainability of this activity.

## 6. What financial resources are needed?

Refer to the **Activities and Services** section in the most recently adopted [Long Term Plan / Annual Plan](#).

## 7. How much capital expenditure will be spent, on what category of asset, and what are the key capital projects for this activity?

Refer to the **Capital Programme** section in the most recently adopted [Long Term Plan / Annual Plan](#).

## 8. Are there any significant negative effects that this activity will create?

Effect	Mitigation