

# Community Support



*“We don’t go to the libraries as often as I’d like. I never got to a BabyTimes – we only used the library once or twice in the first year – but when you’re stuck at home it’s great to know it’s there if you need it, it stops you feeling isolated. The libraries are venues for other things too, we’ve used the facilities for La Leche meetings and network group meetings.”*



**Giarne Harrison**  
Hoon Hay

## What activities are included in Community Support?

### Civil defence and emergency management

- Co-ordinate civil defence readiness, response and recovery.
- Public education to increase community awareness and preparedness.
- Training of Emergency Operations Centre personnel and community volunteers.

### Community facilities

- Provision of community facilities (centres, halls and cottages), which are owned and managed in partnership by Council and the community
- Provision of leased facilities for operating early learning centres

### Social housing

- Housing complexes
- Tenancy services

### Build stronger communities

- Strengthening Communities through Community Development projects and capacity building
- Safety / Prevention projects
- Operation of Early Learning Centre

### Community grants

- Delivery of the contestable grants scheme and the community loans scheme
- Delivery of the Creative Communities Scheme on behalf of Creative New Zealand
- Manage and administer the Mayoral Funds

- Manage and administer other grant funds as appropriate on behalf of other funding bodies

### Customer services

- Walk-in customer services at Council service centres and Civic Offices Call centre services managing “first point of contact” transactions through core contact channels of phone, e-mail, facsimile and letter.

## Why is the Council involved in Community Support?

- To meet the Council’s statutory obligations under the Civil Defence Emergency Management Act 2002. The Act requires the Council to provide an organisational structure for effective civil defence emergency management (CDEM) within Christchurch City Council area, respond to and manage the adverse effects of emergencies, and identify, assess, and manage hazards together with communicating about the risks from hazards.
- The Council ensures that communities have access to a range of facilities that enable participation in social, educational, cultural and recreational activities. This helps build community capacity, connectedness and well being through a more liveable city.
- To contribute to the community’s well-being by ensuring safe, accessible and affordable social housing is available to people on low incomes, including elderly persons and people with disabilities.
- The council works with community groups, voluntary organisations and metropolitan communities of interest to build resilience, resourcefulness, and

to ensure groups are self-sustaining. The Council works towards developing and maintaining trusted relationships with local communities by building capacity, encouraging participation in local and metropolitan decision making and ensuring that communities of interest work collaboratively and are well informed.

- Community and Safety involves key agencies working together for local community to identify and mitigate known and perceived issues that affect the quality and value of life. Community Safety is about providing individual communities with the ability to address their own safety concerns. It is about building on, enhancing and adapting to community needs to increase and improve resilience. Pioneer ELC offers flexible childcare services to support the wellbeing of the community. The service enables both Sports and Recreation use and respite care for the community through high quality education and care.
- The Council operates four schemes to assist community and voluntary groups working for the benefit of the wider Christchurch community, local communities, or communities of interest. Community Grant Funding is an enabler used by Council to assist community-led projects and initiatives at both metropolitan and local ward level.
- To deliver services to Council customers at first point of contact for a wide range of functions including: provision of information, drainage plans, payments, reception, bookings, kerbside collection services and products, dog licensing and creating and dispatching requests for service to various Council departments and contractors.

## Council Activities and Services

# Community Support

### Why is the Council involved in Community Support? (continued)

- To focus on “first point of contact resolution” of customers’ requests wherever possible; to provide a high quality customer experience; to ensure consistency of response; to drive improvements to customer-facing processes; improve business efficiency. The call centre aims to resolve as many enquiries at the first point of contact as possible, thus adding significant value to the business.
- To identify and respond to “real time” emerging issues that affect service delivery, and escalate to appropriate business units for rapid response and resolution.

### How does Community Support contribute to our community outcomes?

#### Risks from hazards, including earthquakes, flooding, tsunami, rock fall, are minimised

- Identifying, assessing and managing risks from hazards

#### Injuries and risks to public health are minimised

- Co-ordinating civil defence readiness, response and recovery planning and operations to ensure the city is prepared for, and can effectively respond to an emergency.
- Training Emergency Operations Centre personnel and community volunteers in emergency management so that they can respond effectively to and manage the adverse effects and risks of emergencies.
- Undertaking public education to increase community awareness and preparedness for an emergency.

#### Services are available locally within the urban areas

- Providing a network of community halls, centres and cottages enables a range of social, educational, cultural and recreational activities and services to happen and encourages local involvement. Leasing facilities for childcare and early learning programmes enable parents and caregivers to have access to such services.

#### People are actively involved in their communities and local issues

- Making available community centres, halls and cottages that are managed locally encourages community involvement in organising and participating in events and activities that meet local needs and interests.
- By involvement in a range of community development projects the Council supports the growth of strong, active, resourceful and resilient communities.
- Engaging with communities as part of local and Council decision making (community conversations, network forums)
- Represent Council on external working parties, information gathering and advice. Adheres to Strengthening Communities Strategy

#### There is increasing participation in recreation and sporting activities

- Making affordable and accessible spaces available in community facilities for a range of activities encouraging greater participation and well being through stronger communities.
- Providing funding support for sports and recreation organisations increases their capacity to provide opportunities for participation.

#### People have strong social networks

- Providing a range of local community facilities gives people local meeting places where they can gather and participate in events or activities. This can enrich their neighbourhood connectedness, which can help them remain strong under pressure or crisis.
- Helping communities build connectedness and equipping people with skills and resources to enable communities to build resilience. (Capacity building and Preparedness Plans)
- Providing funding support for local groups can help them to organise events and activities that bring together and connect local people and increases their capacity to work together in times of need or crisis.

#### There are affordable housing options in Christchurch

- The Council’s social housing complexes provide housing at affordable levels and tenancy services, to some low income people who are unable to access the private rental market or other housing providers.

#### Christchurch has a range of housing types

- The portfolio of social housing units complements the range of affordable, rental housing that is available in the city from the private market, government and non-government sectors

#### Christchurch has good quality housing

- Through its programme of maintaining, replacing, repairing or building social housing the Council ensure that the design and materials used result in good quality housing and healthy living environments.
- Through partnerships and the provision of the activities service, people have a sense of connection to participate in the community and participate in a wide range of activities.

## Council Activities and Services

### Community Support

#### People have the information and skills to enable them to participate in society

- Researching and understanding communities' trends and issues (Profiles)
- Providing information, advice and guidance to community and volunteer groups that helps them build their capacity, encourages liaison and collaboration and increases groups' ability to operate effectively. (Capacity building)
- Provide information, advice and reports regarding areas of responsibility to elected officials as and when required. Representation of Council.
- Providing funding support for community-based classes and programmes means people have opportunities to learn new skills and gain knowledge that can help them take part in society.
- Walk-in customer services at Council service centres provide people with personal, ready access to information and the ability to access Council services, facilities and activities, to fully participate in the life of the city.

#### Cultural and ethnic diversity is valued and celebrated

- Liaising and working with target groups such as youth, people with disability, older people, community Maori Arts, Metropolitan Advisors, and culturally and linguistically different communities to address specific issues.

#### Services are available locally within the urban areas

- Supporting community-based groups to build their capacity to run activities and events means there are opportunities for people to meet and be involved locally. (Forums supporting participatory processes, facilitating a funding relationship)
- Providing funding support to community-based, not-for-profit organisations, including a range of cultural and linguistically different communities,

enables people to access and enjoy diverse events, services and activities.

#### People are safe from crime

- Initiatives are undertaken to improve safety from crime; increase people's perceptions of safety in the city. Safer Christchurch multidisciplinary membership. Adheres to Safer Christchurch Strategy

#### Injuries and risks to public health are minimised

- Safety and prevention projects and initiatives are undertaken that reduce the incidence of injury in the community.

#### Transport safety is improved

- Initiatives are undertaken to improve safety in public places and on the road

#### There is increasing participation in recreation and sport activities

- Operating an early learning centre with flexible hours of access at one of the Council's recreation and sports centres enables caregivers of young children to participate in recreation and sporting community activities while their children receive high quality education and care.

#### Arts and culture thrive in Christchurch

- Administering the Creative Communities Scheme on behalf of Creative New Zealand, supports arts and cultural programmes and events in the city.

#### The Council's goals and activities are clearly communicated to the community

- By providing service centres in local neighbourhoods, often co-located with libraries, people are able to readily access Council information, services and activities, and find and share local information. This helps build strong, well-connected and informed local communities.

- Via a range of communication channels, people can gain information about Council strategies, services and facilities, raise issues and request services, which help them lead their lives and foster participation in local communities.

#### What changes are planned for Community Support?

Community development projects and other support to community groups will increase. This will include community safety programmes and increased training and support for civil defence and emergency response. Community facilities, including service centres and social housing, will be restored over time as repairs and rebuilding permit. Waiting times at service centres will be reduced.

#### What negative effects or risks can occur in relation to Community Support?

Negative Effects	Mitigation Options
Not meeting public expectations	Clarify and communicate levels of service. Train and resource voluntary facility management committees.
Expectations of ongoing support	Clarify and communicate grant applications and decision-making processes.
Perception of inequality in support provided.	Clarify and communicate how to engage with support services, and decision-making processes.

Council Activities and Services

Community Support

Activity	What is the Council trying to achieve?	What services will the Council offer to make this happen?	How would we know these services were successful?	Target
<b>Build stronger communities</b>	People are actively involved in their communities and local issues People have the information and skills to enable them to participate in society Cultural and ethnic diversity is valued and celebrated People have strong social networks Services are available locally within the urban areas People are safe from crime injuries and risks to public health are minimised Transport safety is improved There is increasing participation in recreation and sport activities	Strengthening Communities through community development projects and capacity building	Develop and maintain community profiles	Develop and publish a minimum number of community profiles for community ward areas and update them annually.
			Community development projects are provided	Advise and support the successful delivery of community development projects in the metropolitan and community board areas
			Design, develop, facilitate or support participatory meetings	Successfully develop and facilitate participatory meetings across metropolitan and community board areas
			Facilitate and support Council initiated community networks and forums	Facilitate and support local and citywide community network meetings, liaison meetings and / or forums
			Develop capacity of community groups and resident associations	Undertake organisation capacity checks on community groups and residents associations each year to support the work and development of community organisations.
				Engage with business associations around community issues, and value and consider their input
		Safety / Prevention projects	Projects to work towards making Christchurch safer	Maintain safety standards to achieve Safe City accreditation every 5 years
				Deliver the agreed programme of projects around the implementation of the Safer Christchurch Strategy, within budget allocation
				Produce a report annually by October on indicators of Safer Christchurch Strategy
				Improve community safety through delivery of programmes and initiatives with partner organisations and the community

## Council Activities and Services

## Community Support

Current Performance	Planned performance		
	2013/14	2014/15	2015/16
100% of community profiles (currently 49) are reviewed and updated annually	Develop and publish a minimum of 49 community profiles for community ward areas and update them annually.	Develop and publish a minimum of 49 community profiles for community ward areas and update them annually.	Maintain
Data for 2012/13 not available until after 30 June 2013	Advise and support the successful delivery of at least 60 community development projects in the metropolitan and community board areas each year.	Advise and support the successful delivery of at least 60 community development projects in the metropolitan and community board areas each year.	Maintain
Data for 2012/13 not available until after 30 June 2013	Successfully develop and facilitate at least 14 participatory meetings across metropolitan and community board areas each year	Successfully develop and facilitate at least 14 participatory meetings across metropolitan and community board areas each year	Maintain
Data for 2012/13 not available until after 30 June 2013	Facilitate and support 48 local and 6 citywide community network meetings, liaison meetings and / or forums, each year	Facilitate and support 48 local and 6 citywide community network meetings, liaison meetings and / or forums, each year	Maintain
Data for 2012/13 not available until after 30 June 2013	Undertake at least 22 organisation capacity checks on community groups and residents associations each year to support the work and development of community organisations (16 community groups and 6 sector-based).	Undertake at least 22 organisation capacity checks on community groups and residents associations each year to support the work and development of community organisations (16 community groups and 6 sector-based).	Maintain
Data for 2012/13 not available until after 30 June 2013	Engage with business associations around community issues, and value and consider their input	Engage with business associations around community issues, and value and consider their input	Maintain
Safe City Accreditation achieved in 2008 (every 5 years)	Maintain 100% of safety standards to achieve Safe City accreditation every 5 years	Maintain 100% of safety standards to achieve Safe City accreditation every 5 years	Maintain
Not measured historically	Deliver the agreed programme of projects around the implementation of the Safer Christchurch Strategy, within budget allocation	Deliver the agreed programme of projects around the implementation of the Safer Christchurch Strategy, within budget allocation	Maintain
Report produced annually	Produce a report annually by October on indicators of Safer Christchurch Strategy	Produce a report annually by October on indicators of Safer Christchurch Strategy	Maintain
New	At least 81% of respondents who perceive that their neighbourhood is reasonably safe in the daytime.	At least 81% of respondents who perceive that their neighbourhood is reasonably safe in the daytime.	Maintain

Council Activities and Services

Community Support

Activity	What is the Council trying to achieve?	What services will the Council offer to make this happen?	How would we know these services were successful?	Target
Measure				
Build stronger communities (continued)				
		Operation of Early Learning Centre	Provide five day a week half, full-day and flexible-hours care at the early learning centre.	A proportion of Early Learning Centre customers use Pioneer Recreation and Sport Centre.
				The Early Learning Centre runs at a percentage of occupancy
				Provide a specified number of hours of childcare per annum at Pioneer Early Learning Centre.
			Provide a quality, high standard of professional childcare that satisfies customers' needs.	Early Learning Centre staff are trained, qualified and registered teachers
				Early Learning Centre customers are satisfied with the quality of education and care.
			The facility, operations and programmes at the Early Learning Centre comply with Ministry of Education regulations per the Education Review Office audit	Implement and maintain Education (Early Childhood Services) 2008 Regulations and quality indicators as per Education Review Office.
				Maintain 100% compliance of the Ministry of Education regulations for all centres over the 3 years of audit

## Council Activities and Services

## Community Support

Current Performance	Planned performance		
	2013/14	2014/15	2015/16
Quality of Life Survey 2010, Christchurch: Feel very safe or fairly safe walking alone in neighbourhood after dark: 71%	At least 66% of respondents who perceive that their neighbourhood is reasonably safe in the nighttime.	At least 66% of respondents who perceive that their neighbourhood is reasonably safe in the nighttime.	Maintain
2009/10: 23.3% 2010/11: 27% 2011/12: 22%	Between 18-25% of Early Learning Centre customers use Pioneer Recreation and Sport Centre.	Between 18-25% of Early Learning Centre customers use Pioneer Recreation and Sport Centre.	Maintain
2009/10: 88.5% 2010/11: 82% 2011/12: 77%	The Early Learning Centre runs at between 75 - 85% occupancy	The Early Learning Centre runs at between 75 - 85% occupancy	Maintain
2009/10: 160,800 hours (2 centres) 2010/11: 125,400 hours (2 centres) 2011/12: 84,480 hours (1 centre)	Provide 70,560 hours of childcare per annum at Pioneer Early Learning Centre.	Provide 70,560 hours of childcare per annum at Pioneer Early Learning Centre.	Maintain
2009/10: 96.5% 2010/11: 98% 2011/12: 97%	At least 80% of Early Learning Centre staff are trained, qualified and registered teachers	At least 80% of Early Learning Centre staff are trained, qualified and registered teachers	Maintain
2009/10: 94% 2010/11: Not surveyed 2011/12: 97%	At least 85% of Early Learning Centre customers are satisfied with the quality of education and care.	At least 85% of Early Learning Centre customers are satisfied with the quality of education and care.	Maintain
The Early Learning Centre complies 100% with the Ministry of Educations regulations per the Education Review Office audit	Implement and maintain Education (Early Childhood Services) 2008 Regulations and quality indicators as per Education Review Office.	Implement and maintain Education (Early Childhood Services) 2008 Regulations and quality indicators as per Education Review Office.	Maintain
3-yearly, achieved in 2010.	Maintain 100% compliance of the Ministry of Education regulations for all centres over the 3 years of audit	Maintain 100% compliance of the Ministry of Education regulations for all centres over the 3 years of audit	Maintain



Council Activities and Services

Community Support

Activity	What is the Council trying to achieve?	What services will the Council offer to make this happen?	How would we know these services were successful?	Target
<b>Social housing</b>	There are affordable housing options in Christchurch Christchurch has a range of housing types Christchurch has good quality housing	Housing complexes	Measure	Maintain at least a specified number of units in Council housing stock
			Maintain a portfolio of rental units and owner/occupied units	Repair and rebuild of facilities undertaken as per the agreed Facilities Rebuild programme
				Incorporate Council Owner Occupier units into Council social housing stock as the units become available.
		Tenancy services	Ensure tenants of Council housing complexes are well housed	Maintain a minimum average occupancy rate in Council housing
				Tenants participate in activities service; such as providing recreational, educational, emergency preparedness courses promoting tenant participation and inclusiveness
			Tenants of Council housing are satisfied with quality of tenancy service provided	Tenants are satisfied with the quality of the tenancy service provided.
				Council housing tenants are satisfied with overall condition of their unit.

## Council Activities and Services

## Community Support

Current Performance	Planned performance		
	2013/14	2014/15	2015/16
2007/08: Housing stock was 2649 units 2008/09: Housing stock was 2649 units 2009/10: Housing stock was 2649 rental units & 28 Owner Occupier units 2010/11: Housing stock reduced to 2461 due to units damaged and rendered uninhabitable by the Feb and June earthquakes 2011/12: The number of current habitable rental units was reduced to 2247 (due to earthquakes)	Maintain at least 2,100 units in Council housing stock	Maintain at least 2,100 units in Council housing stock	Maintain at least 2,100 units in Council housing stock
New	Repair and rebuild of facilities undertaken as per the agreed Facilities Rebuild programme	Repair and rebuild of facilities undertaken as per the agreed Facilities Rebuild programme	
New	Incorporate Council Owner Occupier units into Council social housing stock as the units become available.	Incorporate Council Owner Occupier units into Council social housing stock as the units become available.	Maintain
2008/09: 97% achieved 2009/10: 98% achieved 2010/11: 97% achieved 2011/12: 98% achieved	At least 97% average occupancy rate in Council housing	At least 97% average occupancy rate in Council housing	Maintain
Level of current tenant participation in activities is 25%	At least 30% of tenants participate in activities service; such as providing recreational, educational, emergency preparedness courses promoting tenant participation and inclusiveness	At least 30% of tenants participate in activities service; such as providing recreational, educational, emergency preparedness courses promoting tenant participation and inclusiveness	Maintain
2007/08: 86% satisfied 2008/09: 88% satisfied 2009/10: 70% satisfied 2010/11: Survey not undertaken following February 2011 earthquake 2011/12: 78% of Council tenants are satisfied with the quality of tenancy services	At least 80% of tenants are satisfied with the quality of the tenancy service provided.	At least 80% of tenants are satisfied with the quality of the tenancy service provided.	Maintain
New	At least 80% of Council housing tenants are satisfied with overall condition of their unit.	At least 80% of Council housing tenants are satisfied with overall condition of their unit.	Maintain

Council Activities and Services

Community Support

Activity	What is the Council trying to achieve?	What services will the Council offer to make this happen?	How would we know these services were successful?	Target
Social housing (continued)			Measure	Social housing partnerships are satisfied with their relationship with Council.
			Generate housing options for vulnerable sectors of community through partnerships.	Council housing rents are set using a cost of consumption model and are set at no more than 80% of market rentals
Community facilities	Services are available locally within the urban areas People are actively involved in their communities and local issues There is increasing participation in recreation and sporting activities People have strong social networks	Provision of community facilities (centres, halls and cottages), which are owned and managed in partnership by Council and the community	Maintain portfolio of community facilities (centres/halls/ cottages)	Maintain at least a specified minimum of community facilities.
				At least a specified percentage of the community facilities that are open are managed through a partnership
			Maintain level of customer satisfaction with Council community facilities	Customers are satisfied with the use and ease of booking a Council managed community facility
			Increase occupancy and hours of use for Council community facilities	Increase use of Council community facilities
				Increase peak hour usage of Council community facilities

## Council Activities and Services

## Community Support

Current Performance	Planned performance		
	2013/14	2014/15	2015/16
New	At least 90% of social housing partnerships are satisfied with their relationship with Council.	At least 90% of social housing partnerships are satisfied with their relationship with Council.	Maintain
2007/08: Council housing rentals were 54% of market rate on average 2008/09: Council housing rentals were 54% of market rates rents 2009/10: Council housing rentals were 59.6% of market rate 2010/11: Council housing rentals below 80% of market rates (exact figure not available for this period) 2011/12: Current Council housing rentals are estimated at 63% of market rates	Council housing rents are set using a cost of consumption model and are set at no more than 80% of market rentals	Council housing rents are set using a cost of consumption model and are set at no more than 80% of market rentals	Maintain
33 community facilities (centres/hall/ cottages)	Maintain at least a minimum of 25 community facilities.	Maintain at least a minimum of 25 community facilities.	Maintain
71% of facilities managed through partnership	At least 50% of the community facilities that are open are managed through a partnership	At least 50% of the community facilities that are open are managed through a partnership	Maintain
2009/10: 95% 2010/11: 97% 2011/12: 93%	90% of customers are satisfied with the use and ease of booking a Council managed community facility	90% of customers are satisfied with the use and ease of booking a Council managed community facility	Maintain
2009/10: 27% 2010/11: 14.4% due to unavailability of some facilities 2011/12: 39%	Increase use of Council community facilities to at least 40% of total hours available.	Increase use of Council community facilities to at least 40% of total hours available.	Maintain
Not measured historically	Increase peak hour usage of Council community facilities to at least 60% of available hours	Increase peak hour usage of Council community facilities to at least 60% of available hours	Target to be reviewed in next LTP

Council Activities and Services

Community Support

Activity	What is the Council trying to achieve?	What services will the Council offer to make this happen?	How would we know these services were successful?	Target
<b>Community grants</b>	Services are available locally within the urban areas Cultural and ethnic diversity is valued and celebrated Arts and culture thrive in Christchurch People have strong social networks People have the information and skills to enable them to participate in society. There is increasing participation in recreation and sporting activities	Delivery of the Contestable and Creative Communities Grants Schemes and the Community Loans Scheme	Measure Effectively administer the grants schemes	Manage and administer grants schemes in a manner consistent with the Strengthening Communities Strategy and the Creative NZ guidelines for the Creative NZ scheme (including the criteria, eligibility and funding rules for all other grant schemes under management.
				Users are satisfied with funding advice and the grant process being timely, clear and understandable (across a sample of organisations).
		Manage and administer the Mayoral Funds	Effectively manage and administer the Mayoral Funds	Administer applications for the Mayoral Funds grants scheme within fund criteria set by committee
				Interview and Assess Mayoral Fund applicants and make recommendations to Council/Committee
		Manage and administer other grant funds as appropriate on behalf of other funding bodies	Effectively manage and administer all other grant funds under management.	Administer all other grant schemes in a manner consistent with the criteria, eligibility and funding rules of each fund.

## Council Activities and Services

## Community Support

Current Performance	Planned performance		
	2013/14	2014/15	2015/16
2011/12: Funding schemes administered in accordance with the Strengthening Communities strategy and the Creative NZ guidelines for the Creative NZ scheme.	Manage and administer grants schemes in a manner consistent with the Strengthening Communities Strategy and the Creative NZ guidelines for the Creative NZ scheme (including the criteria, eligibility and funding rules for all other grant schemes under management.	Manage and administer grants schemes in a manner consistent with the Strengthening Communities Strategy and the Creative NZ guidelines for the Creative NZ scheme (including the criteria, eligibility and funding rules for all other grant schemes under management.	Maintain
New	Maintain at least 85% satisfaction with funding advice and the grant process being timely, clear and understandable (across a sample of organisations).	Maintain at least 85% satisfaction with funding advice and the grant process being timely, clear and understandable (across a sample of organisations).	Maintain
Not measured historically	Administer applications for the Mayoral Funds grants scheme within fund criteria set by committee	Administer applications for the Mayoral Funds grants scheme within fund criteria set by committee	Maintain
Not measured historically	Interview and Assess Mayoral Fund applicants and make recommendations to Council/Committee	Interview and Assess Mayoral Fund applicants and make recommendations to Council/Committee	Maintain
All other grants schemes are managed and administered in accordance with each schemes criteria, eligibility and funding rules.	Administer all other grant schemes in a manner consistent with the criteria, eligibility and funding rules of each fund.	Administer all other grant schemes in a manner consistent with the criteria, eligibility and funding rules of each fund.	Maintain

Council Activities and Services

Community Support

Activity	What is the Council trying to achieve?	What services will the Council offer to make this happen?	How would we know these services were successful?	Target
<p><b>Civil defence emergency management</b></p>	<p>Risks from hazards, including earthquakes, flooding, tsunami, rock fall, are minimised Injuries and risks to public health are minimised</p>	<p>Co-ordinate civil defence readiness, response and recovery.</p>	<p><b>Measure</b> CDEM plans and procedures covering local response and recovery arrangements and specific contingency plans are in place.</p>	<p>CDEM plans are reviewed annually by 1 October.</p>
				<p>The Emergency Operations Centre (EOC) Knowledge Base containing processes, procedures, and supporting documentation is reviewed annually.</p>
			<p>A facility for use as an Emergency Operations Centre (EOC) is available for the coordination of a multi-agency response in the event of an emergency.</p>	<p>One primary and an alternate facility available to be activated within 60 minutes.</p>
				<p>Emergency Operations Centre (EOC) activations undertaken taken per annum (event or exercise).</p>
			<p>Response Teams (Rescue) meet national registered status.</p>	<p>Response teams are registered</p>
			<p>Relevant hazards and risks are identified and managed in the District Plan, CDEM Plans.</p>	<p>Risks relating to hazards are updated within CDEM plans within six months of receipt of new hazard/risk information.</p>
		<p>Public education to increase community awareness and preparedness.</p>	<p>Build upon national/regional initiatives to promote the need for individuals, community groups and organisations to be prepared for when a disaster occurs.</p>	<p>CDEM public education activities occur annually.</p>

## Council Activities and Services

## Community Support

Current Performance	Planned performance		
	2013/14	2014/15	2015/16
2009/10: CDEM Plans are in place for local response and recovery arrangements. 2010/11: Not achieved. Draft Recovery Plan approval process delayed by earthquakes. 2011/12: Recovery Plan needs review. All other plans are up to date.	CDEM Plans are reviewed annually by 1 October.	CDEM Plans are reviewed annually by 1 October.	Maintain
New	The Emergency Operations Centre (EOC) Knowledge Base containing processes, procedures, and supporting documentation is reviewed annually.	The Emergency Operations Centre (EOC) Knowledge Base containing processes, procedures, and supporting documentation is reviewed annually.	Maintain
EOC available at all times	One primary and an alternate facility available to be activated within 60 minutes.	One primary and an alternate facility available to be activated within 60 minutes.	Maintain
Not measured historically	At least 2 Emergency Operations Centre (EOC) activations undertaken taken per annum (event or exercise).	At least 2 Emergency Operations Centre (EOC) activations undertaken taken per annum (event or exercise).	Maintain
2009/10: Three light rescue response teams have maintained their national "registered" status with equipment and training standards. 2010/11: Three teams maintained national registered standards and status. 2011/12: All three teams currently meet the national registered standards.	Three teams	Three teams	Maintain
Hazards and risks framework maintained at all times.	Risks relating to hazards are updated within CDEM plans within six months of receipt of new hazard/risk information.	Risks relating to hazards are updated within CDEM plans within six months of receipt of new hazard/risk information.	Maintain
		New rules relating to rock fall hazard risk are to be identified in the District Plan review.	Maintain
2009/10: Two major promotions. 2010/11: No promotions undertaken due to earthquake response and recovery. 2011/12: One major promotion.	At least 50 CDEM public education activities occur annually.	At least 50 CDEM public education activities occur annually.	Maintain



Council Activities and Services

Community Support

Activity	What is the Council trying to achieve?	What services will the Council offer to make this happen?	How would we know these services were successful?	Target
<p><b>Civil defence emergency management</b> (continued)</p>			<p><b>Measure</b></p> <p>Develop partnerships to increase disaster resilience</p>	<p>Christchurch residents participate in CDEM meetings to enable their local community to cope better.</p>
			<p>Council makes effective use of its alerting systems to inform communities of possible emergencies.</p>	<p>Readynet Communication tested at least twice per annum.</p>
				<p>Tsunami sirens tested twice per annum.</p>
<p><b>Customer services</b></p>	<p>People have the information and skills to enable them to participate in society. The Council's goals and activities are clearly communicated to the community</p>	<p>Walk-in customer services at Council service centres and Civic Offices</p>	<p>Provide a walk-in customer service at Council Service Centres</p>	<p>Provide walk-in customer services at 11 Council locations: Permanent walk-in customer services at 6 locations (Civic, Shirley, Papanui, Fendalton, Riccarton, Little River) Temporary walk-in customer services at 4 locations (Akaroa, Beckenham, Lyttelton, Linwood. One site closed (Sockburn)</p>
			<p>Provide a minimum number of walk-in hours at Council Service Centres</p>	<p>Provide a specified number of hours per week of walk-in customer service at Council Service Centres</p>
				<p>Provide a specified number of hours/day (Mon-Fri, 8:30am-5pm) of walk-in customer service at Civic and Lyttelton</p>
				<p>Provide a specified number of hours/day (Mon-Fri, 9am-5pm) of walk-in customer service at Akaroa, Fendalton, Riccarton, Beckenham, Shirley, Papanui, Linwood</p>
				<p>Provide a specified number of hours per day on a Saturday (10am-1pm) of walk-in customer service at Shirley, Papanui, Fendalton and Beckenham</p>
				<p>Provide a specified number of hours/day (Mon-Fri, 8:30-12:30am; 1:30-4:30pm) of walk-in customer service at Little River</p>

## Council Activities and Services

## Community Support

Current Performance	Planned performance		
	2013/14	2014/15	2015/16
16% of Christchurch residents have participated in CDEM meetings to enable their local community to cope better.	At least 17% of Christchurch residents participate in CDEM meetings to enable their local community to cope better.	At least 17% of Christchurch residents participate in CDEM meetings to enable their local community to cope better.	Maintain
New	Readynet Communication tested at least twice per annum.	Readynet Communication tested at least twice per annum.	Maintain
New	Tsunami sirens tested twice per annum.	Tsunami sirens tested twice per annum.	Maintain
2011/12 9 service centre locations post earthquake. Data for 2012/13 not available until after 30 June 2013.	Provide walk-in customer services at 11 Council locations: Permanent walk-in customer services at 6 locations (Civic, Shirley, Papanui, Fendalton, Riccarton, Little River) Temporary walk-in customer services at 4 locations (Akaroa, Beckenham, Lyttelton, Linwood. One site closed (Sockburn))	Provide walk-in customer services at 12 locations: Permanent walk-in customer services at 9 locations (Civic, Beckenham Shirley, Papanui, Fendalton, Riccarton, Lyttelton, Little River, Halswell) Temporary walk-in customer services at 2 locations (Akaroa, Linwood. One site closed (Sockburn))	Provide walk-in customer services at 12 locations: Permanent walk-in customer services at 9 locations (Civic, Beckenham Shirley, Papanui, Fendalton, Riccarton, Lyttelton, Little River, Halswell) Temporary walk-in customer services at 2 locations (Akaroa, Linwood. One site closed (Sockburn))
Data for 2012/13 not available until after 30 June 2013	Provide a total of 412 hours per week of walk-in customer service at Council Service Centres	Provide a total of 464 hours per week of walk-in customer service at Council Service Centres (based on opening of Halswell)	Maintain
Not measured historically	8.5 hours/day (Mon-Fri, 8:30am-5pm) of walk-in customer service at Civic and Lyttelton	8.5 hours/day (Mon-Fri, 8:30am-5pm) of walk-in customer service at Civic and Lyttelton	Maintain
Not measured historically	8 hours/day (Mon-Fri, 9am-5pm) of walk-in customer service at Akaroa, Fendalton, Riccarton, Beckenham, Shirley, Papanui, Linwood	8 hours/day (Mon-Fri, 9am-5pm) of walk-in customer service at Akaroa, Fendalton, Riccarton, Beckenham, Shirley, Papanui, Linwood	Maintain
Not measured historically	3 hours per day on a Saturday (10am-1pm) of walk-in customer service at Shirley, Papanui, Fendalton and Beckenham	3 hours per day on a Saturday (10am-1pm) of walk-in customer service at Shirley, Papanui, Fendalton and Beckenham	Maintain
Not measured historically	7 hours/day (Mon-Fri, 8:30-12:30am; 1:30-4:30pm) of walk-in customer service at Little River	7 hours/day (Mon-Fri, 8:30-12:30am; 1:30-4:30pm) of walk-in customer service at Little River	Maintain

Council Activities and Services

Community Support

Activity	What is the Council trying to achieve?	What services will the Council offer to make this happen?	How would we know these services were successful?	Target
Customer services (continued)			Measure	
			Ensure customer satisfaction with walk-in services at Council Service Centres	Customers are satisfied with the walk-in service in Council Service Centres
			Minimise the customer waiting time for walk-in services at Council Service Centres	Customers wait no more than 3 minutes for walk-in customer service at Council Service Centres, for 95% of the time
		Call centre services managing “first point of contact” transactions through core contact channels of phone, e-mail, facsimile and letter.	Ensure Council call centre is available to answer calls	Council call centre services are maintained 24/7, 100% of the time
			Number of Call Centre business hours provided	Council call centre provides 45 business hours per week, 8am-5pm Mon-Fri
			Customers are satisfied or very satisfied with the call centre service at first point of contact	Customers who contact the call centre via phone are satisfied or very satisfied with the service at first point of contact
				Customers who contact the call centre via email are satisfied or very satisfied with the service at first point of contact

## Council Activities and Services

## Community Support

Current Performance	Planned performance		
	2013/14	2014/15	2015/16
		52 hours per week of walk-in customer service at Halswell (pro-rated from late 2014)	Maintain
2009/10: 98% 2010/11: 95% 2011/12: 97%	At least 95% of customers are satisfied with the walk-in service in Council Service Centres	At least 95% of customers are satisfied with the walk-in service in Council Service Centres	Maintain
2009/10: Less than 3 mins waiting time, 100% 2010/11: no survey undertaken post EQ 2011/12: Less than 3 mins waiting time, 100%	Customers wait no more than 3 minutes for walk-in customer service at Council Service Centres, for 95% of the time	Customers wait no more than 3 minutes for walk-in customer service at Council Service Centres, for 95% of the time	Maintain
24 hours, 7 days	Council call centre services are maintained 24/7, 100% of the time	Council call centre services are maintained 24/7, 100% of the time	Maintain
45 business hours per week, 8am-5pm Mon-Fri	Council call centre provides 45 business hours per week, 8am-5pm Mon-Fri	Council call centre provides 45 business hours per week, 8am-5pm Mon-Fri	Maintain
Customer satisfaction levels of Council call centre service at first point of contact: Phone: 2008/09: 94% 2009/10: 81% 2010/11: 87% 2011/12: 89%	At least 90% of customers who contact the call centre via phone are satisfied or very satisfied with the service at first point of contact	At least 90% of customers who contact the call centre via phone are satisfied or very satisfied with the service at first point of contact	Maintain
Customer satisfaction levels of Council call centre service at first point of contact: e-mail 2008/09: 75% 2009/10: 83% 2010/11: not surveyed 2011/12: 67%	At least 80% of customers who contact the call centre via email are satisfied or very satisfied with the service at first point of contact	At least 80% of customers who contact the call centre via email are satisfied or very satisfied with the service at first point of contact	Maintain

## Council Activities and Services

## Community Support

Annual Plan 2012/13		Three Year Plan 2013 - 2016		
		2013/14	2014/15	2015/16
	\$000			
	<b>Cost of proposed services</b>			
1,165	Civil Defence and Emergency Management	1,412	1,500	1,566
10,789	Community Grants	12,836	10,353	10,441
19,502	Social Housing	17,646	18,342	18,871
2,103	Customer Services	2,080	2,151	2,269
5,959	Building Strong Communities	6,122	6,251	6,432
2,607	Community Facilities	2,432	2,582	2,780
<b>42,125</b>		<b>42,528</b>	<b>41,179</b>	<b>42,359</b>
	<b>Operating revenue from proposed services</b>			
-	Civil Defence and Emergency Management	-	-	-
214	Community Grants	214	220	226
14,325	Social Housing	14,145	15,292	15,732
31	Customer Services	31	31	32
817	Building Strong Communities	883	907	934
487	Community Facilities	430	442	454
<b>15,874</b>		<b>15,703</b>	<b>16,892</b>	<b>17,378</b>
-	Capital Revenues	5,141	8,906	9,745
-	Vested assets	-	-	-
<b>26,251</b>	<b>Net cost of services</b>	<b>21,684</b>	<b>15,381</b>	<b>15,236</b>

*Rationale for activity funding (see also the Revenue and Financing Policy)*

Housing expenditure is fully funded from Housing revenue and is not subsidised by rates.

User charges for services provided are collected at a level considered reasonable by the Council. For some services, making a user charge would counter Council's policy of providing open access to services. The balance of the net operating cost is funded by general rates, as the whole community benefits from these activities.

Capital expenditure is funded corporately in accordance with the Revenue and Financing Policy.

## Council Activities and Services

## Grants Summary

Annual Plan 2012/13		Three Year Plan 2013 - 2016		
		2013/14	2014/15	2015/16
		\$000		
	<b>Rates-funded Discretionary Grants</b>			
8,099	Strengthening Communities	7,890	7,890	7,905
1,355	Strengthening Communities - Rates Remissions	1,355	1,376	1,415
730	Events	1,234	1,234	1,234
808	Heritage	763	763	763
578	Specified recipient/time period grants	593	578	428
<b>11,570</b>	<b>Total Rates-funded Discretionary Grants</b>	<b>11,835</b>	<b>11,841</b>	<b>11,745</b>
	<b>Canterbury Dvpt Corp / Christchurch &amp; Canterbury Tourism</b>			
3,632	Canterbury Development Corporation (CDC) base funding	3,741	3,799	3,908
350	CDC Special Projects	-	-	-
1,820	Christchurch & Canterbury Tourism (CCT) base funding	1,853	1,882	1,936
-	CCT Partnership agreement	150	150	-
<b>5,802</b>	<b>Canterbury Dvpt Corp / Christchurch &amp; Canterbury Tourism</b>	<b>5,744</b>	<b>5,831</b>	<b>5,844</b>
	<b>Statutory Grants</b>			
6,361	Canterbury Museum Trust Board	6,679	6,782	6,977
286	Riccarton Bush Trust	292	297	305
<b>6,647</b>	<b>Total Statutory Grants</b>	<b>6,971</b>	<b>7,079</b>	<b>7,282</b>
<b>24,019</b>	<b>Total Rates-Funded Grants</b>	<b>24,550</b>	<b>24,751</b>	<b>24,871</b>

Annual Plan 2012/13		Three Year Plan 2013 - 2016		
		2013/14	2014/15	2015/16
		\$000		
	<b>Capital Endowment fund Grants</b>			
1,565	Iconic Events	1,050	1,050	1,050
100	One-off Events	160	360	200
350	CDC Canterbury Regional Innovation System	350	350	350
150	CDC Special Projects	500	650	650
500	CCT Special Projects	500	650	650
350	CCT Partnership agreement	350	350	350
-	Civic and Community	2,367	-	-
<b>3,015</b>	<b>Total Capital Endowment Fund Grants</b>	<b>5,277</b>	<b>3,410</b>	<b>3,250</b>
	<b>Community Grants made on behalf of other organisations</b>			
214	Creative NZ (Arts Council) Scheme	214	214	214
<b>214</b>	<b>Community Grants made on behalf of other organisations</b>	<b>214</b>	<b>214</b>	<b>214</b>
	<b>Capital Grants</b>			
4,720	Transitional Incentive Grants	2,700	2,742	2,820
556	Hockey Pitches - Nunweek Park	-	-	-
-	Canterbury Museum Redevelopment	-	-	4,190
60	Riccarton Bush Trust	-	-	73
<b>5,336</b>	<b>Total Capital Grants</b>	<b>2,700</b>	<b>2,742</b>	<b>7,083</b>
<b>32,584</b>	<b>TOTAL GRANT FUNDING</b>	<b>32,741</b>	<b>31,117</b>	<b>35,418</b>

## Council Activities and Services

## Community Support Funding Impact Statement

Annual Plan		Three Year Plan 2013 - 2016		
2012/13		2013/14	2014/15	2015/16
	\$000			
<b>Sources of operating funding</b>				
20,375	General rates, uniform annual general charges, rates penalties	20,604	20,953	20,951
-	- Targeted rates	-	-	-
882	Subsidies and grants for operating purposes	945	971	999
14,992	Fees and charges	14,758	15,921	16,379
-	- Internal charges and overheads recovered	1,831	2,083	2,203
-	- Earthquake recoveries	-	-	-
-	- Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-
<b>36,249</b>	<b>Total operating funding</b>	<b>38,138</b>	<b>39,928</b>	<b>40,532</b>
<b>Applications of operating funding</b>				
23,942	Payments to staff and suppliers	26,607	27,146	27,889
115	Finance costs	71	125	191
2,090	Internal charges and overheads applied	-	-	-
9,073	Other operating funding applications	11,170	8,824	8,863
<b>35,220</b>	<b>Total applications of operating funding</b>	<b>37,848</b>	<b>36,095</b>	<b>36,943</b>
<b>1,029</b>	<b>Surplus (deficit) of operating funding</b>	<b>290</b>	<b>3,833</b>	<b>3,589</b>
<b>Sources of capital funding</b>				
3,250	Subsidies and grants for capital expenditure	-	-	-
-	- Development and financial contributions	-	-	-
-	- Earthquake recoveries	5,141	8,906	9,745
5,992	Increase (decrease) in debt	1,212	314	533
-	- Gross proceeds from sale of assets	-	-	-
-	- Lump sum contributions	-	-	-
<b>9,242</b>	<b>Total sources of capital funding</b>	<b>6,353</b>	<b>9,220</b>	<b>10,278</b>

Annual Plan		Three Year Plan 2013 - 2016		
2012/13		2013/14	2014/15	2015/16
	\$000			
<b>Applications of capital funding</b>				
<b>Capital expenditure</b>				
1,341	- to replace existing assets	3,929	4,508	3,869
-	- earthquake rebuild	5,273	9,134	9,995
5,992	- to improve the level of service	1,145	-	-
3,250	- to meet additional demand	-	-	-
(312)	Increase (decrease) in reserves	(3,704)	(589)	3
-	Increase (decrease) of investments	-	-	-
<b>10,271</b>	<b>Total applications of capital funding</b>	<b>6,643</b>	<b>13,053</b>	<b>13,867</b>
<b>(1,029)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(290)</b>	<b>(3,833)</b>	<b>(3,589)</b>
<b>(0)</b>	<b>Funding balance</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reconciliation to net cost of services</b>				
1,029	Surplus (deficit) of operating funding from funding impact statement	290	3,833	3,589
(20,375)	Remove rates funding	(20,604)	(20,953)	(20,951)
(6,904)	Deduct depreciation expense	(6,511)	(7,167)	(7,619)
-	Add capital revenues	5,141	8,906	9,745
-	Add vested assets / non cash revenue	-	-	-
<b>(26,251)</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>	<b>(21,684)</b>	<b>(15,381)</b>	<b>(15,236)</b>

