



**Christchurch City Council**

## **RICCARTON/WIGRAM COMMUNITY BOARD**

### **COMMUNITY SERVICES COMMITTEE AGENDA**

**WEDNESDAY 1 MARCH 2006  
AT 8.45AM**

**AT SOCKBURN SERVICE CENTRE, BOARDROOM  
149 MAIN SOUTH ROAD**

**To: Community Services Committee**

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## 1. APOLOGIES

## 2. PRESENTATION ON THE HORNBY YOUTH WORKER EVALUATION REPORT

Sarah Wylie, Researcher, will be in attendance to give a 15 minute presentation on the Hornby Youth Worker Evaluation Report.

## 3. EVALUATION OF HORNBY YOUTH WORKER(S) PROJECT AND FUNDING REQUEST FOR SALARY OF FEMALE YOUTH WORKER ASSISTANT

<b>General Manager responsible:</b>	General Manager, Community Services
<b>Officer responsible:</b>	Lesley Symington, Community and Recreation Unit Manager
<b>Author:</b>	Denise Galloway, Community Development Adviser, DDI 941 6536

## PURPOSE OF REPORT

1. The purpose of the report is to inform the Committee of the evaluation of the Hornby Youth Worker(s) by Sarah Wylie and to seek two year funding (twenty five hours per week) for the Female Youth Worker assistant position (\$43,960), from June 2006 to June 2008. At present the Board has \$22,300 in its 2005/06 Youth Initiatives Fund and \$36,882 in its 2005/06 Community Initiatives Fund.

## EXECUTIVE SUMMARY

2. The Hornby Youth Worker(s) Project is a Council initiative.
3. In 1996 a need was identified by an independent researcher (Ray Kirk) for a youth worker in the Hornby area. The Community Development Network Trust was contracted to provide and administer this position. The project has now been operating for eight years. In 2002 an independent evaluation was done of the project, which highlighted the projects success and the continued need for a female youth worker assistant, which at that time was a Task Force Green position. The Board responded to this need and funded the position. In 2005, the Community Development Adviser for the Riccarton/Wigram area contracted an independent researcher, Sarah Wylie, to evaluate the Hornby Youth Worker(s) Project, particularly the role of the female youth worker assistant, as funding for this position ceases in July 2006.
4. The evaluation was completed in December 2005 and is **attached**. Some of the key strengths of the project identified by Sarah Wylie are as follows:
  - The longevity/continuity of service of its staff and the Youth Worker (Lael Schwartzfeger) in particular.
  - The combination of both male (Lael) and a female youth worker (Rachel Holmes).
  - The dedicated and skilled team of staff and volunteers.
  - The focus placed on relationship building.
  - The youth worker's (Lael) own experiences as a parent and an ability and willingness to assist other parents in this role.
  - The affordability benefits for families because it is a well-resourced programme.
5. One of the weaknesses of the Hornby Youth Worker(s) Project was that the female assistant position is currently only twenty hours per week. According to the researcher the number of hours does not allow for small group activities, attendance at networking meetings and other involvement in the wider community. Other areas for improvement included a review of the Hornby Youth Worker's current salary (\$35,000 per annum,) which hadn't changed in five years.

## 3 Cont'd

6. According to the evaluation "the project was also praised by respondents for offering positive male and female role models, both through its youth workers and leadership team, in a community where such figures were seen as lacking". The research concluded that the need for the female youth worker assistant position "clearly remains very real, the female assistant youth worker remaining an extremely valuable component of the project for the following reasons:
- (a) Enables girls only events and activities to be operated, meeting the specific needs of females.
  - (b) Allows more flexibility in the programme through having more than one paid worker.
  - (c) Offers girls a good role model.
  - (d) Attracts more female volunteer leaders.
  - (e) Achieves balance in the project".

**FINANCIAL AND LEGAL CONSIDERATIONS**

7. There are no legal issues to be considered. The salary of the Hornby Youth Worker ( \$35,000), currently comes from the Community and Recreation Unit Budget. For the last eight years the Board has contributed \$20,000 per annum from its Project Fund towards programmes run by the two youth workers. The Board has also granted monies towards the female youth worker assistant position, however this will cease in July 2006. At present there is \$22,000 in the 2005/06 Youth Initiatives Fund and \$47,000 in the 2005/06 Community Initiatives Fund. The budget for one year, twenty hours per week, for the Female Youth Worker assistant position is as follows:

Salary (20 hours)	\$16,000
Training	460
External Supervision	900
Mobile Phone and Vehicle Expenses	<u>600</u>
Total	<u>\$17,960</u>

8. The above budget is for **twenty hours only**, per week for **one year**.
9. The Hornby Youth Worker(s) Project has always supplied six monthly and annual reports to Council staff. Audited accounts are included in the annual reports.

**BACKGROUND ON HORNBY YOUTH WORKERS PROJECT**

10. The Hornby Youth Worker(s) Project has been operating for eight years. The need for a Youth Worker position in Hornby was identified in a research report on Youth in the Riccarton/Wigram area by Dr Ray Kirk in 1996, in response to an identified paucity of recreational opportunities for young people in the Hornby, Hei Hei and Broomfield area, and identification of significant barriers to participation in those activities that are available. The Board responded to this issue by contracting the Community Development Network Trust (CDN) in 1997 to provide a Youth Worker for the Hornby area, who would initiate and facilitate recreational programmes and activities for young people. Lael Schwartzferger has been employed as the Hornby Youth Worker since 1997.
11. The Board originally funded both the salary and programme costs related to the project. Currently the funding comes from both the Community and Recreation Unit Budget and the Community Board. The present contract with CDN Trust is from July 2005 – July 2007. The Board has allocated \$40,000 towards programmes and activities for the next 2 years (June 2006 to June 2008). The Community and Recreation Unit Budget funds the Hornby Youth Worker's salary (35,000 per annum).

## 3 Cont'd

12. In August 2000 the youth worker presented an annual evaluation and report to the Community Services Committee. One of the main issues identified by the worker was the need for a female Youth Worker assistant who could address the specific needs of young women. Following a short period of employment of a female Youth Worker Assistant under the Taskforce Green Scheme and later the ACE scheme, the Board agreed to fund this position contributing a total of \$34,150 to date. The position commenced in 2002 with funding secured from the Board up to July 2006.
13. In 2002 the Board decided it was timely to do an evaluation of the Hornby Youth Worker(s) Project. This was completed by an independent researcher Phillipa Aimer in November 2002. Findings from this evaluation were positive, with the project identified as well-administered with clear role definitions, strong support and supervision, good networking and offering significant benefits to the community. Funding, the resignation of the female youth worker incumbent at that time, and issues of access to volunteer leaders were identified as weaknesses of the project at that time.
14. In 2005, the Community Development Adviser for the Riccarton/Wigram area identified a need to re-evaluate the Hornby Youth Worker(s) Project, particularly the role of the female Youth Worker Assistant, which had re-commenced in 2003 with the employment of Rachel Holmes. The purpose of the 2005 evaluation was to provide information which will demonstrate accountability and enable the Board and the Community and Recreation Unit to make informed decisions related to the funding of this project in the future. Research commenced in mid-October 2005 with data collection completed by 15 November 2005. All research activities were undertaken by Sarah Wylie, an experienced evaluator of youth-focused social service and recreation programmes. The methodology employed a combination of qualitative and quantitative data collection and analysis techniques as well as existing information resources. Local experts and networks were recognised as key information source for evaluation. Interviews were taken with young people and their parent/caregiver as well as focus groups of young people.

**STRENGTHS OF THE HORNBY YOUTH WORK'S PROJECT (PAGES 21 – 23 OF THE EVALUATION REPORT)**

15. When respondents were asked how they felt the Hornby Youth Worker(s) Project was going generally, feedback was very positive. Those respondents more removed from the project most commonly commented that they received 'great feedback' about the project operation. The project identified as providing very good value for money to Christchurch City Council and the Board, with strong accountability systems in place. The longevity of the project and its key youth worker incumbent were highlighted as a major part of the excellent reputation and credibility of the project, with the general operation of the project seen to offer huge benefit to the other key player in the youth work scene in Hornby, Hornby Presbyterian Church (HPC). The following feedback on the general programmes of the Hornby Youth Worker(s) Project was offered by current and former HPC 24/7 workers, who run a youth programme at Hornby High School:

*"Without them, we couldn't do what we do"*

*(Of the CDN camps) "That's where I build most of my relationships with kids at school"  
(Hornby High).*

16. Six main strengths of the Hornby Youth Worker(s) Project were identified by respondents:

- (a) The longevity/continuity of service of its staff, and the Youth Worker in particular.

Lael was described as having mana in the community having served in the area for a long time, and possessing a wealth of knowledge about the Hornby community and great rapport with young people in the area as a result.

- (b) The combination of both a male and a female youth worker.
- (c) The dedicated and skilled team of staff and volunteers.

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The programme was praised for the calibre of people involved in delivering it. The following quote from one respondent summed up the feedback of many others regarding what they saw as a key strength of the project:

*"The good people on the ground that care about kids and strive to build relationships with them".*

- (d) Focus on relationship building.

The project was seen to intentionally build relationships between young people and positive adult role models.

*"It provides an avenue for kids and children in need to have adults that they can come to with their problems....like a big sister or brother".*

- (e) The youth worker's own experiences as a parent and ability and willingness to assist other parents in this role.

Lael's own maturity was seen as a major strength, in that parents are willing to talk to him about problems they are experiencing with their children. His assistance and support to parents was noted by a range of respondents, including several parents who had received his support and found this very beneficial.

*"He can communicate well with parents because he is a parent himself"*

- (f) Affordability benefits for families because it is a well-resourced programme.

The support received for the project from the Riccarton/Wigram Community Board and the Community Development Team meant that the project was able to deliver the kinds of high-energy activities that appeal to young people at a cost which made these accessible to families in need. The project was seen to allow many young people to experience things they would never otherwise have been able to due to cost, time and transport barriers.

16. Along with those key strengths identified above, a wide range of other strengths was also identified for the project by respondents. These are summarised below:

- The project offers **positive male role models**, both through its youth worker and leadership team, and in a community where such figures are lacking.
- The **strong networking relationships** and a willingness to work in collaboration with Hornby Presbyterian Church.
- The security offered through **two-yearly funding commitments** from the Community Board.
- The **fun and playfulness** of the youth workers.
- **Commitment to safety**, evident in thorough health and safety practices, effective organisation of events, careful checking and selection of volunteers. These were noted as huge intangible strengths of the project by several respondents.
- The project **fills an identified need for recreation activities targeted at 'tweenagers'**.
- **Commencement of the project at intermediate school age** enables rapport to be well-established before young people develop "attitude" at high school.
- The **supportive working relationship** of the youth worker and his assistant.

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- The **project supports schools** through provision of extra adult surveillance at lunchtime at Branston, and through the support for young people offered at school by youth workers and volunteers who can relate to young people as neutral support people who are not authority figures.
- The project **builds social skills and positive behaviours** in young people.
- The project **opens Hornby young people up to the wider community** and the opportunities and experiences offered beyond their immediate environment.

#### STRENGTHS OF THE FEMALE ASSISTANT YOUTH WORKER'S POSITION (PAGE 26-27 OF THE EVALUATION REPORT)

17. The position of Female Youth Worker assistant was originally established in response to identified need. The two youth workers currently employed on the project were seen by respondents to be working very well together, their personalities, styles of working, skills and interests being very complementary, and with excellent communication, support and respect seen as occurring between them. Having a female assistant alongside Lael was seen by all respondents as a huge strength of the project as it currently operates, described by one respondent as "the ideal".

*"Lael is great but Rachel can do what Lael never can – girls open up to her – she loves them and they love her".*

*"Rachel brings a special touch to the programme – she's a hard worker behind the scenes – she compliments Lael".*

*"Its good to have the balance of a male and female – young people have a choice of who to talk to".*

*"There's someone there for girls to talk about girly things".*

18. Feedback from respondents overwhelmingly endorsed the value of the female youth worker position as:
- ensuring sexual safety for workers and young people involved in the project;
  - enabling girls-only events and activities to be operated;
  - meeting the specific needs of females involved in the project;
  - allowing more flexibility in the programme through having more than one paid worker;
  - offering girls a good role model and giving them an alternative way of thinking about the way they dress, the way they think about boys and the like;
  - offering a female perspective to the way the project is delivered and the kinds of activities provided;
  - offering potential for more boys-only events by having more than one worker available to deliver more than one activity at the same time;
  - ensuring that both males and females have someone they can relate to and talk things through with;
  - enabling sisterly relationship building to occur; and
  - attracting more female volunteer leaders to the project.
19. A common theme in the responses to the question posed to respondents asking what the strengths of the female youth worker position were was that the position offered balance to the project.
20. The value of the female youth worker position was strongly endorsed by feedback from those young people and parent interviewed and from the young people who participated in focus groups. Girls tended to comment that it was fairer that there was a female worker as well as a male. The female youth worker position was seen by young people as benefiting boys as well

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as girls, not just because it takes the pressure off Lael but because the style and personality of the female youth worker suits the needs of some boy's best. Similarly, some girls said that they tended to talk to Lael more than Rachel, but valued the fact that they had chances to interact with both male and female youth worker.

21. In terms of the impact of the Hornby Youth Worker(s) Project on young people in Hornby, the researcher identified the following:
  - relationship building
  - supporting families
  - developing confidence and self esteem
  - providing young people with new experiences
  
22. The Hornby Youth Worker(s) Project links with the following LTCCP Outcomes:
  - A Safe City
  - A City of Inclusive and Diverse Communities
  - A Healthy City
  - A City of Recreation, Fun and Creativity
  - A City of Life Long Learning
  
23. The Hornby Youth Worker(s) Project is also aligned with the Christchurch City Council's Youth Strategy:
  - Principle 1 : Equity
  - Principle 2 : Empowerment
  - Principle 3 : Partnership
  - Principle 4 : Co-operation
  - Principle 5 : Treaty of Waitangi
  - Principle 6 : Effectiveness
  
24. The following recommendations were made by the researcher (page 48 of the Evaluation Report):

On the basis of the research findings, the following recommendations are made:

  - (a) The Christchurch City Council should provide on-going support to the Hornby Youth Worker(s) Project, funding the Youth Worker salary.
  - (b) The Community and Recreation Unit should revise the funding for the salary for the Youth Worker position to align with inflation and relevant external pay scales such as the Baptist youth worker scale.
  - (c) The Riccarton/Wigram Community Board should fund the Female Assistant Youth Worker position for a two year period.
  - (d) Funding from Council for this position should be increased to enable the hours of employment for this position to be expanded to 25 hours per week to better accommodate small group work and networking.
  - (e) The funding increase for this position should also include adjustments for inflation and skill enhancements of the incumbent since her commencement in the role.
  - (f) Discussions should be undertaken by Council with both the Community Development Trust Board and the Hornby Presbyterian Trust pastoral team to further consider the advantages and disadvantages of any change in provider agency.
  - (g) The Riccarton/Wigram CDA should liaise with the Metropolitan Adviser – Youth regarding salary practices for other fully council-funded youth worker positions to ensure equity in practice across Council.

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- (h) Future project budgets should include allocation for external professional supervision of both youth workers.
- (i) Consideration should be given to holding aside limited places on camps and trips for referrals from schools and social service providers to enable young people with greatest need to attend. Where referrals are taken, referral sources should be informed of the outcomes.
- (j) Consideration should be given to widening the range of venues used to deliver project events, including the Wycola Hall and local school halls as regular venues.
- (k) Attendance of the Youth Workers at network meeting needs to be strongly encouraged and supported.

**OPTIONS**

25. The options are:

- (a) That the Board agrees to fund the position of female youth worker assistant (25 hours per week) for a period of 2 years.
- (b) The Board declines funding the female youth worker position. This would impact severely on the project and leave huge gaps in service delivery to young people and their families in Hornby.

**PREFERRED OPTION**

- 26. The preferred option is that the Board agrees to fund the position of Female Youth Worker assistant (25 hours per week) for a period of two years.(June 2006 to June 2008) The evaluation report by Sarah Wylie has highlighted the ongoing need for this position and the positive impact it has on the project as a whole, as well as the community.
- 27. At present the Board has \$22,300 in current Youth Initiatives Fund and \$36,882 in the Community Initiatives Fund.
- 28. Two year funding (\$43,960) is recommended by Council staff for the following reasons:
  - (a) Assists with planning of programmes.
  - (b) Adds security to the position.
  - (c) Community Development Network is a professional organisation with a long standing history with Council.
  - (d) Cuts down on administrative costs.
  - (e) Availability of funding in Youth Initiatives and Community Initiatives 2005/06 Funds.

**STAFF RECOMMENDATION**

It is recommended that the Board agrees to fund the position of a Female Youth Worker Assistant, 25 hours per week, for a period of two years, June 2006 to June 2008, (\$43,960.00). Monies for this position would come from both the current 2005/06 Youth Initiatives (\$22,300) and Community Initiatives (\$36,882) Funds.

**CHAIRPERSON'S RECOMMENDATION**

That the staff recommendation be adopted.



#### 4. CHILD WISE (METHODIST MISSION) APPLICATION FOR DVD AND WISE UP PROGRAMME

<b>General Manager responsible:</b>	General Manager, Community Services
<b>Officer responsible:</b>	Catherine McDonald, Acting Community and Recreation Unit Manager
<b>Author:</b>	Denise Galloway, Community Development Advisor, DDI 941 6536

##### PURPOSE OF REPORT

1. The purpose of this report is to present to the Community Services Committee a request from Child Wise (Methodist Mission) for funding assistance towards the running of their Wise Up programme at Branston Intermediate School (\$2,644) and the production of an educational DVD (\$3,930). There is currently \$47,000 in the 2005/06 Community Initiatives Fund.

##### EXECUTIVE SUMMARY

2. The Christchurch Methodist Mission is an organisation committed to providing services that address the cause of young and old in the community.
3. Child Wise is a branch of the Methodist Mission, and has been operating since 2000. It is the Mission's community social work service aimed at strengthening and enhancing the wellbeing of children, families and the community. Child Wise offers a wide range of integrated family services with children from 0-13 years. These services include Home Link, child counselling, Parent Works, Parent Wise, Wise Up and Aratupu for pre-schoolers.
4. Child Wise has been running Wise Up, a community after school programme, from Branston Intermediate School in terms 3 and 4 in 2005. They intend to offer the same programme in 2006. Wise Up caters for a wide range of children who have varying needs, particularly children who are considered 'at risk'. Families are charged a fee of \$5 per session. Child Wise would like to offer this programme free of charge to all the families that attend the Branston Intermediate programme in 2006.
5. Child Wise also wants to produce a DVD that will provide children with a voice in the community. The DVD will be produced by Whitebait, Christchurch's largest television production company. The DVD will be used as a resource for the Wise Up programme at Branston Intermediate as well as for the Mission's children and adult education programmes. It would also be available to other services within the community for use in educational settings.

##### FINANCIAL AND LEGAL CONSIDERATIONS

6. There are no legal considerations. The total cost of the Wise Up programme is \$8,552 (for 4 terms). Child Wise is asking for \$2,644 from the Community Services Committee towards the running of the Wise Up programme at Branston Intermediate in 2006. This amount will cover the children's fees (\$2,240) as well as the materials and resources needed for the programme (\$404).
7. The total cost of the DVD is \$9,930. Child Wise has applied to the Tindall Foundation for \$6,000 towards the cost of the DVD, and will receive information regarding their application in March 2006. Whitebait TV is giving Child Wise a 40% discount on the total cost of producing the DVD.
8. The Methodist Mission is considered a Metropolitan Organisation as it provides services across the city. The Christchurch City Council has provided the following Major Grants towards general operating costs:

Year	Amount	Purpose
2004	\$20,000	Major grant towards operating costs
2005	\$ 3,200	Wise Up running costs (Spreydon/Heathcote Community Board)

9. The Methodist Mission Annual Report 2004/2005 has been sited. This also included the audit report as of 30 June 2005.

#### 4 Cont'd

##### BACKGROUND ON WISE UP PROGRAMME AND PRODUCTION OF DVD

10. Wise Up is an eight week course for children aged 5-12 years, teaching skills for everyday life. The programme aims to teach children to maintain self-care, self confidence and self respect. Children learn how to work in a team, how to handle peer pressure, how to keep safe (including self-defence) and different ways to deal with emotions.
11. Wise Up caters for a wide range of children who are considered 'at risk'. Often there will be several 'at risk' children in a group, whose reasons for attending could include, suspension/exclusions from schools or centres, recent police involvement , CYF's notifications and issues surrounding foster care. The many issues that the target 'at risk' children have are dealt with through teaching the main themes or content in Wise Up. This involves identifying emotions/feelings that the children experience, identifying what feelings and emotions are connected with certain behaviours and finally discussing and implementing healthy ways of dealing with these feelings when they emerge. Outcomes for the 'at risk' children vary from child to child. However children learn ways of dealing with difficult emotions and the issues around these emotions.
12. A Wise Up programme has been successfully run at Branston Intermediate in Term 3 and 4 in 2005. Fourteen children attended each term from Sockburn, Upper Riccarton and Hornby. Four children from Branston Intermediate attended free of charge as the school provided the hall. Referrals for the programme came from Child Wise social workers, other schools, GP's and parents. Child Wise would like to offer the same programme for four terms in 2006. Term 1 will commence on the 16<sup>th</sup> February 2006 and will run on a Thursday 3.30 – 5 pm. Each Wise Up group has two trained facilitators and a helper to work with the children. Children living in the Hornby and Riccarton catchments area will be able to attend the 2006 programme.
13. Whitebait TV, produces programmes for children and youth such as "What Now", Bumble, Wannabes and Tuhono. The purpose of the production of this DVD is to provide a means by which children can speak about their issues and concerns. The DVD will showcase a focus group of children aged 10-12 on the Young Leaders programme. It will include interviews with the young leaders and graphic bullet points. Issues and concerns for children will be identified as well as problem solving strategies and solutions in an interactive dialogue form. The DVD will provide a means to communicate to a wider audience and will be a resource not only for the Branston Wise Up programme but also any other community education groups.

##### OPTIONS

14. That the Board agrees to fund both the Wise Up programme at Branston Intermediate School and the production of an educational DVD.
15. The Board declines funding the Wise Up programme at Branston Intermediate and the production of the educational DVD.

##### PREFERRED OPTION

16. The preferred option is that the Board agrees to fund both the Wise Up programme at Branston Intermediate School and the production of the educational DVD. The Child Wise staff sees the production of the DVD as a major priority as it will be a significant educational tool for all their programmes as well as other community educational groups. Wise Up has proven itself as a successful programme and has the full support of the Principal at Branston Intermediate. Funding this programme will mean that the families will not be charged and the programme will be free for all who attend. Both the Wise Up Programme and the production of the DVD contribute to the following Community Outcomes:

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- (a) **A Safe City** – Wise Up covers safety several times during the programme. This includes how to keep ourselves safe (basic self defence, safety plans) as well as others (what to do when someone you know is in trouble/danger). There is also a lot of discussion around who are the safe people to talk to outside of home/school environment, as well as identifying safe places outside of these environments (Police stations, West Pacs, fire stations etc. The DVD will also address safety as an issue
- (b) **Inclusive Communities** – Wise Up promotes acceptance and inclusion in a group setting which is a model for healthy communities. The programme promotes communication skills that can be applied in a community setting i. e neighbours as safe people, knowing several people in your street/or community. The DVD will also contain information and discussion around positive communication.
- (c) **Healthy and Active People** – Wise Up has a physical component to it. This involves playing team building games, participating in the many activities and self defence. Many of the strategies they teach the children are about dealing with emotions involve a physical aspect and promote the effectiveness of physical activity as a healthy way of dealing with emotions/feelings.

## STAFF RECOMMENDATION

That the Board agrees to fund Child Wise the amount of \$2,644 for their Wise Up programme at Branston Intermediate (2006) and \$3,930 for the production of a DVD from the Board's 2005/06 Community Initiatives Fund. There is currently a balance of \$47,000 in this fund.

## CHAIRPERSON'S RECOMMENDATION

That the staff recommendation be adopted.

## 5. TE WHARE O NGA WHETU INITIATIVE UPDATE

<b>General Manager responsible:</b>	Group Manager, Community Services
<b>Officer responsible:</b>	Catherine McDonald, Acting Community & Recreation Unit Manager
<b>Author:</b>	Penelope Goldstone, Metropolitan Community Adviser, DDI 941-6386

## PURPOSE OF REPORT

1. The purpose of this report is to update the Board on developments relating to the Te Whare O Nga Whetu initiative, and Board project funds which had been allocated to the Community Development Worker for Maori based there.

## EXECUTIVE SUMMARY

2. In July 2005 the Board allocated \$15,000 of its Project Fund to Te Whare O Nga Whetu. \$7,500 towards the wages of the Community Development Worker for Maori and \$7,500 for programmes run by this worker.
3. An independent evaluation of Te Whare O Nga Whetu Trust's operation was completed in December 2004 by the Council on behalf of the Council and the Trust. The evaluation highlighted the value of the programmes and activities that took place at the Centre, however, a lack of clarity between governance and management responsibilities, plus a need to develop specific goals and objectives within action and business plans, was also identified.
4. A project manager was contracted to implement the recommendations of the evaluation. The Trust Board acknowledged the difficulties they were experiencing and were more than willing to support this process.
5. Prior to this contract the Trust Board did not meet regularly and other than daily activities in the centre, the organisation was virtually on hold. Monthly Board meetings were reinstated and roles and responsibilities across the whole organisation reviewed.

**5 Cont'd**

6. In collaboration with the Trust Board and staff, procedures were developed to bring a more systematic approach to planning, budgeting etc. New Board members were sought and discussions held with key stakeholders regarding the future of the Centre.
7. Over several months it became clear that despite people's individual commitment to the vision of the trust, the organisation's functioning was not markedly improved. It appeared that practices which had developed during times of difficulty had become entrenched and there were personality conflicts which hindered progress.
8. At a meeting in October 2005 the Trust Board was presented with a summary of the situation which they concurred with. After some discussion a motion was passed to close the Trust and legal advice sought to ensure due process. This completed the project manager's contract with the Council, and Te Whare O Nga Whetu recruited a person to take them through the steps involved in closure.
9. The project manager has recently been re-engaged to scope alternative means of providing similar services to the community once Te Whare O Nga Whetu has vacated the buildings. In line with this Te Whare O Nga Whetu have vacated the buildings as of 31 January 2006.
10. The evaluation recommended the continued operation and delivery of programmes and the employment of a Community Development Worker for Maori. The intention is to find an organisation which has a Maori kaupapa and suitable management structure to deliver these outcomes.
11. This process of evaluation and closure has resulted in \$15,000 of Board money being under utilized for this financial year. It is not envisaged that this will be needed this financial year so it is hereby returned to the Board for reallocation.

**FINANCIAL AND LEGAL CONSIDERATIONS**

12. In July 2005 the Board allocated a total of \$15,000 as a top up for a Community Development Worker for Maori position based at Te Whare O Nga Whetu. Due to the closure of this organisation, this sum is not needed this financial year.

**BACKGROUND ON TE WHARE O NGA WHETU**

13. An evaluation of Te Whare O Nga Whetu Trust's operation was completed in December 2004. While reinforcing the need of such a centre for the local community, a number of issues were raised and these formed the basis of the objectives of a project which commenced in 2005.
14. The Council contracted a project manager to work with Te Whare O Nga Whetu to implement systems to improve the organisation's overall operation and also explore issues of sustainability. The Trust Board acknowledged the difficulties they were experiencing and were more than willing to support this process.
15. Prior to this contract the Trust Board did not meet regularly and other than daily activities in the centre, the organisation was virtually on hold. Monthly board meetings were reinstated and roles and responsibilities across the whole organisation reviewed. In collaboration with the Trust Board and staff, procedures were developed to bring a more systematic approach to planning, budgeting etc. New board members were sought and discussions held with key stakeholders regarding the future of the centre.
16. Over several months it became clear that despite people's individual commitment to the vision of the Trust, the organisation's functioning was not markedly improved. It appeared that practices which had developed during times of difficulty had become entrenched and there were personality conflicts which hindered progress. Community people did not want to become involved in what had come to be known as an organisation in turmoil. Some of the staff and board were obviously distressed by the situation and introducing changes was not possible.

**5 Cont'd**

17. At the October board meeting the Trust Board were presented with a summary of the situation which they concurred with. After some discussion a motion was passed to wind the trust up and legal advice sought to ensure due process. A meeting was held with John Shingleton (lawyer), Willie McGregor (Chairman of Trust), Sandy McLean (Project Manager) and Penelope Goldstone (Christchurch City Council). This completed the Project Manager's contract with the Council, and Te Whare O Nga Whetu recruited a person to take them through the steps involved in winding up.
18. The Project Manager has recently been re-engaged to scope alternative means of providing similar services to the community once Te Whare O Nga Whetu has vacated the buildings.

**STAFF RECOMMENDATION**

It is recommended that the Board receive, for reallocation, the sum of \$15,000 of unspent 2005/06 Project Funds from Te Whare O Nga Whetu into its Community Initiatives Fund.

**CHAIRPERSON'S RECOMMENDATION**

That the staff recommendation be adopted.