

**REPORT ON THE PROGRESS OF THE
SOCIAL INITIATIVES PROGRAMME**

RR 9201

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Corporate Plan Output: Social Initiatives - \$1.1M	

This report is intended to update the Community Services Committee as to the progress of the Social Initiative group of projects. These commenced with \$1.1million dollars of Council funding annually for 3 years from 1 July 1997.

BACKGROUND

During the 1997/98 Annual Plan process the Community Services Committee identified a need for additional funding in certain sections of the community for social services.

The adoption of the Community Development and Social Well Being Policy was the catalyst for the Committee to focus on social problems facing Christchurch. In particular, a move was made to identify projects and existing agencies that would help meet the outcomes of the Policy.

On 17 February 1997 a schedule of 43 proposals totalling \$3m dollars was presented to the Committee for consideration. Prior to that meeting the proposals were ranked by staff in terms of meeting the Community Development and Social Well-being outcomes.

In considering the 46 separate bids for funding the following additional criteria were also included.

1. Requests for small sums ie less than \$10,000 should be funded from unit budgets.
2. Activities that are more appropriately found in unit budgets should not be considered.
3. Where the Council has already made significant new commitments in other budgets, caution should be exercised before adding more funds.
4. Projects which, if funded by the Council, attract outside funding should be supported ahead of similar projects which do not.
5. Co-ordinated projects should be supported ahead of isolated projects because of the added value to related activities.
6. Community groups with a good track record should be supported ahead of those without experience.

The use of this criteria and the ranking process enabled the Committee to reduce the 46 bids down to 15 projects with total funding of \$995,000.

At the time that the Annual Plan was adopted a further project for drug initiatives (\$100,000) was added to the programme.

The full list of the projects that were approved in the 1997/98 Annual Plan for the first year of a 3 year funding programme were:

Community Development Facilitators	\$130,000
Mental Health Care	\$10,000
Refugee and New Migrants	\$45,000
Anger Management	\$20,000
Hebron Young Parents	\$50,000
Te Kaupapa Whakaora	\$25,000
Support for Disability Initiatives	\$40,000
Drug Initiatives	\$100,000
Early Intervention	\$75,000
Out of School Care Programme	\$50,000
Youth Advocate	\$55,000
Field Workers In Schools	\$110,000
Employment - Youthworks	\$171,600
Employment - Adult Employment	\$93,400
Employment - Community Youth	\$100,000
Employment - Actionworks	\$20,000
Total Projects Sum	\$1,095,000

PROJECT EVALUATION

Because of the scale of the Social Initiatives programme and its high public profile it was imperative to establish a rigorous monitoring system for determining the effectiveness of the programme.

Social Initiatives projects were categorised into two broad categories for the purposes of evaluation: Major projects, which received over \$5000 per annum and small budget projects which received less than this amount. Projects receiving more than \$5000 but with only one or two outcomes (eg, payment of rent for the Mental Health Foundation) were also categorised as “small budget” for the purposes of monitoring.

The reporting process for major projects was adapted from a “social auditing” framework. This framework, which is currently popular in Great Britain, applies a business planning model to the measurement of social objectives. In brief, the first stage of the process requires the funding recipient to negotiate an Annual Plan with the Council. The Plan includes a mission statement, a description of the agency’s operating resources and environment and a statement of objectives. At the end of the Council’s financial year, the agency provides an Annual Report which sets out the extent to which the objectives or performance targets were actually met.

Small budget reporting is essentially a cut down version of this process. It is sufficiently different, however, to warrant the title of “Purchase Agreement”. The purchase agreement describes where the Council’s money is spent, in terms of objectives and requires the funding recipient to report its progress towards these objectives at the end of the Council’s financial year.

To ensure the integrity of reporting process some of the funding recipients will be audited by an independent party each year. The Community Relations Unit is currently working through this issue.

Guidelines for planning and project reporting by community groups have been prepared and are available if requested.

Three further issues should be noted:

- The monitoring process is new and some agencies or projects need more help than others to work through the requirements. This has resulted in a delay in reporting for some projects which were underway in the 1997-1998 financial year. The Community Relations Unit is now working with these agencies to complete their requirements.
- It is important to note that the evaluation framework only measures the performance of the individual projects – it provides no guidance as to what general areas (ie health, employment) should be funded. This is an important issue and guidance in this area should be drawn from the Council's Social Indicators Programme (currently in process).
- The Leisure and Community Services Unit was originally responsible for the evaluation process. With the demise of this Unit in 1998, responsibility passed to the Leisure Unit as a temporary measure. It now resides with George Clark in the Community Relations Unit. George has been employed as Community Adviser - Social Initiatives for the term of the project to liaise and work with the funding recipients to produce their annual plans and reports. George reports to a Monitoring Group which is responsible for oversight and review of the Social Initiatives Project. The Community Relations Unit has responsibility for Social Initiatives funding, monitoring, review and reporting.

DISTRIBUTION OF FUNDS

As funding for some of the Social Initiatives projects were extensions of existing projects (eg Employment - Community Youth), it was possible for them to commence straight away. Other programmes required further investigations as to whom the funding would be distributed, while others required preparation and signing of funding agreements.

On 30 October 1997 a signing ceremony was held in the Civic Offices when the first instalment of funding was made to:

Te Kaupapa Whakaora
Refugee and Migrant Centre
Hebron Community Trust
Mental Health Education
Early Start Project

Since that time funding has been based on completion of Annual Plan and Reporting requirements, and signing of new funding agreements for the other projects as they get underway. Spending of the Social Initiatives for 1997/98 is shown in the table below.

Social Initiatives Spending 1997/98 Financial Year		
Projects	Budget 1997/98	Actual 1997/98
Community Development Facilitators	\$130,000	\$76,203
Mental Health Care	\$10,000	\$11,250
Refugee and New Migrants	\$45,000	\$45,000
Anger Management	\$20,000	-
Hebron Young Parents	\$50,000	\$50,000
Te Kaupapa Whakaora	\$25,000	\$25,000
Support for Disability Initiatives	\$40,000	-
Drug Initiatives	\$100,000	-
Early Intervention	\$75,000	\$75,000
Out of School Care Programme	\$50,000	\$41,093
Youth Advocate	\$55,000	\$24,176
Field Workers In Schools		
• Not Specified	\$30,000	-
• Papanui Service Centre	\$40,000	\$17,455
• Sockburn Service Centre	\$40,000	\$17,942
Employment - Youthworks	\$171,600	\$42,359*
Employment - Adult Employment	\$93,400	\$93,400
Employment - Community Youth	\$100,000	\$100,000
Employment - Actionworks	\$20,000	\$20,000
Total Projects Sum	\$ 1,095,000	\$593,878

*** Funding for this project is fully committed for ongoing payments to current participants.**

The following reporting on individual projects is based on the Annual Plans and Reports submitted by the service providers. As the period covered relates to the financial year of 1 July 1997 to 30 June 1998 not all projects were underway during that period and some have only operated for a limited number of months, reducing the full extent of the report.

It was felt necessary that reporting was undertaken to enable the Committee to gauge progress on this implementation and to determine the effectiveness of the funding to 30 June 1998.

PROGRESS REPORT ON THE SOCIAL INITIATIVES PROJECTS

Projects which have completed the 1997-1998 Reporting Cycle

Group: Mental Health

Name of Recipient: Mental Health Education and Resource Centre

Financial Contribution from CCC: \$10,000

Summary of programme mission and goals: To enable the Centre to meet its rental costs, which in turn assist the 8 agencies who occupy the centre plus the 16 mental health groups not resident at the centre.

Origin and delivery of the programme: The Centre opened in June 1994 providing accommodation for a range of mental health organisations. The centre has struggled for funding and the contributions by the Christchurch City Council and The Community Trust are significant to the survival of the centre.

Performance Targets and Achievements: The \$10,000 from the Christchurch City Council paid one third of the total cost of the annual rent payments. This funding enabled the centre to extend its services especially in the area of information resources. The development of the community health groups based at the centre has meant the expansion of the centre. Additional accommodation is being sought on the fourth floor of Securitas House which includes offices and meeting rooms. Many community groups supported by the Christchurch City Council use the meeting rooms at the centre.
Group: Te Kaupapa Whakaora

Name of Recipient: Te Kaupapa Whakaora Trust

Financial Contribution from CCC: \$25,000

Summary of programme mission and goals: To provide a supportive environment in which youth at risk and their families may be empowered to escape the syndrome of damaging behaviours by providing a range of positive alternatives. The Sports Academy is one alternative that TKW provides and is pursuing the following goals:

Encourage the development of specialised sporting skills.

Encourage active participation in team and individual sports.

Provide positive role-modelling and mentoring.

Provide a positive and supportive learning environment.

Provide a wrap around support programme for the young people, family , sporting and social networks

Origin and delivery of the programme

A significant number of young people in the local Papanui Community were failing in the mainstream education system, but had a desire to learn and to succeed. Papanui High School has formed a partnership with interested parties in the local community and TKW was established. The funding from the Social Initiatives provides support for all programmes of the Trust.

Performance Targets and Achievements:

The programme defined specific sporting competitions or training with completion rates satisfactory. Sports offered were Rugby League, Touch, Golf and Basketball. High participation was achieved for Basketball, and Touch, with Rugby League lower than projected. Sports Tours took place in June (11 out of 12 young people participated) and November (13 out of 20 participated). The Hillary Commission Sport leadership course was implemented and adapted slightly to cater specifically to the participants needs and abilities. An 80% participation involvement in sport outside of school time was achieved. Advocacy was undertaken for players with the Papanui League Club, Burnside Rugby Club and Canterbury Rugby Union. Liaison with families did take place once per fortnight, however this also related to other matters not specifically regarding sport participation.

Group: Support for at risk Families and Children

Name of Programme: Field Workers in Schools

Name of Recipient: Children's Advocate Christchurch City Council

Financial Contribution from CCC: \$110,000

Summary of programme mission and goals: To provide schools selected schools, a coordinated, integrated support service for:

- families dealing with the consequences of poverty, stress and dysfunctional relationships which has resulted in children being "at risk".
- children who while they may not be described as immediately at risk, are through family circumstances likely to be "on the fringe".

The programme uses Principal Cluster Groups determining where resources are put. The process implemented identifies 3 stages:

Development Stage - Identifying and Establishing Cluster Groups and employing field workers

Implementation Stage - Field worker operating in schools and liaising with Cluster Management Groups

Review and Evaluation Stage - Independent Evaluation of effectiveness of scheme

Origin and delivery of the programme: This programme is new and was created as a direct result of the Social Initiatives process. It works closely with the Cluster Schools and Principals.

Performance Targets and Achievements: The Principals Cluster groups for the Hornby and Papanui areas were established in August 1997 resulting in field workers being appointed in November 1997 and the projects launched in March 1998. The Hornby and Papanui cluster have progressed to developing manuals containing protocols, systems and reporting procedures. A third cluster is the Shirley/Mairehau area has produced 16 schools willing to participate. As at June 1998 field workers had individual caseloads of approximately 12 families each. A total of thirty schools will be involved in the project by term 1 1998. An agreement has been reached with Strengthening Families Management Group (Canty) and the Ministry of Social Welfare (CYPFS) Wellington for an integrated system of evaluation for their projects with the Field Workers in Schools projects. This will enable effective monitoring to take place as a basis for future planning.

Group: Refugees and Migrants

Name of Recipient: Refugee and Migrant Centre

Financial Contribution from CCC: \$45,000

Summary of programme mission and goals: To form an Interim Management Committee between PEETO, the Refugee and Migrant Centre and the Refugee Resettlement Support to organise the formation of a Refugee and Migrant Centre "One Stop Shop". The new facility to be fully operational by 1 March 1998 will provide better co-ordination between agencies and improve service delivery for Refugees and Migrants.

Origin and delivery of the programme: The formation of a Refugee and Migrant Centre "One Stop Shop" is new and was created as a direct result of the Social Initiatives. The funding contributes to the cost of rent, wages and overheads for the one stop shop.

Performance Targets and Achievements: The interim management committee was formed on 1 August 1997 resulting in a new facility being purposely upgraded and available for operation from 11 May 1998. A centre administrator/receptionist was engaged from 1 December 1997 under the ACE Employment Scheme. This relocation of the two agencies to the new site (adjacent to PEETO) is considered Stage 1 of the Refugee and Migrant Centre, with significant improvements and opportunities being identified for the future. They are contained in the Annual Plan to 30 June 1999.

Group: Early Intervention Programmes

Name of Recipient: Family Help Trust – New Start

Financial Contribution from CCC: \$37,500

Summary of programme mission and goals: To provide a salary for a full time employee for the Family Help Trust which targets high risk families. The families have been sourced from the justice system and those with children aged up to three years are eligible for enrolment. The additional staff member will enable caseloads to expand from 22 families to 33 by June 1998 and reduce incidents of inappropriate drug taking behaviour.

Origin and delivery of the programme: The Family Help Trust has been operating since December 1990. The Social Initiatives funding provided the opportunity to extend its caseload of families thereby reducing re-offending and providing the correct pathway to change negative outcomes for vulnerable people. The project has operated for a full twelve months at the high level due to Council commitment to funding.

Performance Targets and Achievements: The employment of the additional family support worker has enabled the caseload to increase to 42 families (in total) and significantly decrease re-offending and other inappropriate social behaviour. By the end of June 1998 partner violence had decreased from 68.7% to 20%. Offending had decreased from 100% to 9.5% by June 1998. Hard drug use has reduced from 90% at programme entry to 23.8% at the end of June 1998.

Group: Early Intervention Programme

Name of Recipient: Early Start Project

Financial Contribution from CCC: \$37,500

Summary of programme mission and goals: To provide a salary for a full time employee for the Early Start Project. This project targets clients that are at a lower risk level than those of the Family Help Trust. The clients are those with new born babies and are sourced from the general population. The additional staff member will enable caseloads to expand from 0-15 by June 1998 and will target child and parental health, family violence.

Origin and delivery of the programme: The Early Start Project has been operating in Christchurch since January 1996. The Social Initiatives funding has meant that additional resources have been applied for the whole 12 month period.

Performance Targets and Achievements: The employment of the Family Support Member enabled the caseload to reach 16 families and has significantly decreased partner violence 30% down to 6%. Marijuana usage has reduced from 43% to 18.1% with hard drugs having reduced from 34% to 12%.

Group: Employment

Name of Recipient: Christchurch City Council Employment Service

Programme: Adult Employment Initiative

Financial Contribution from CCC: \$93,400

Summary of programme mission and goals: The Adult Employment Initiative Scheme aims to increase work opportunities for unemployed adults by providing joint Council/Government subsidy to employers. In particular it targets migrants, people with disabilities and women returning to the workforce.

Origin and delivery of the programme: This is a new initiative and utilises NZ Employment Services subsidies as well as the Council's Employment Services staff to promote and administer the scheme.

Performance Targets and Achievements: 34 jobseekers have been placed in employment in the private sector through this scheme by 30 June 1998. 80 Employers have been contacted by either visit or phone. There has also been 7 full time and 46 part time jobseekers placed in employment in community organisations at the same period. A survey of employers showed 86% rated the service either excellent or satisfactory.

Name of Recipient: Christchurch City Council Employment Service

Programme: Schools Employment Programme

Financial Contribution from CCC: \$100,000

Summary of programme mission and goals: The schools employment programme is aimed at funding employment opportunities for school leavers, assisting with job creation projects. The Schools Employment Programme will also operate a network with the schools placing students where possible. The scheme targets Maori and Pacific Island people.

Origin and delivery of the programme: This has been an existing employment scheme based at Aranui High School.

Performance Targets and Achievements: The Schools Employment Programme has been extended to: Aranui High, Linwood High, Mairehau High, Papanui High, Kaiapoi High, Cathedral College, Hornby High and Hillmorton High.

Actual youth into employment is difficult to measure as the project commenced at the end of 1997, during the year encouragement was given to youth to stay at school. Intensive support and opportunities will be given to job seekers for employment as 1998 progresses.

Name of Recipient: Youthworks Programme

Financial Contribution from CCC: \$171,600

Summary of programme mission and goals: To provide a targeted employment scheme for "at risk" young people. This is achieved by providing a 12 month wage subsidy and close supervision programme for 30 at maximum risk youth. The scheme required promotion of the programme and administrative assistance and liaison with other agencies and police involved with young offenders.

Origin and delivery of the programme: This programme is a new initiative and also attracts an employment subsidy through the NZ Employment Service. Due to the need for and late involvement of Job Advice for Young Offenders (JAYO), Youthworks was not fully underway until near the end of the financial year. JAYO have a real desire to be an active part of this programme and therefore had to plan their resources and finances around this.

Performance Targets and Achievements:

30 youth at risk are involved in the programme

6 into full time work

3 into Community Task Force

3 into training schemes

3 re-offended, 4 failed to maintain contact

11 still being individually care managed

The Youthworks Coordinator and Employment Promotion Office make on-site visits to support both the employer and the employee. Employers have been very supportive of the programme and there has been no lack of opportunities for young people. The feedback received from employers has been positive and they are making a positive contribution to assisting young people to make effective changes to their lives and contributing to the safety of Christchurch.

Name of Recipient: Christchurch City Council Employment Service

Programme: Actionworks

Financial Contribution from CCC: \$20,000

Summary of programme mission and goals: To provide employment opportunities for youth aged 16 to 24 years who have been involved in ActionWorks programmes. The additional funding provided by the Social Initiatives allows Employment Services to market the "ActionWorks" programme more effectively and take it into the field.

Origin and delivery of the programme: ActionWorks is an existing Employment Services scheme.

Performance Targets and Achievements: 50% of youth on the LSV programmes with which ActionWorks has been involved are either in full time work or a further training programme. 20 Seminars were held in high schools on goal setting, motivation and career planning. The Careers Expo was successful with 53 providers supplying displays and information for the 35 schools that visited the Expo.

Other Projects

Projects in this group include those which began in 1997 but have not completed the reporting cycle and new projects whose reporting cycle began in the 1998 financial year.

Group: Drug Initiatives

Name of Recipient: GAIN Programme

Financial contribution from CCC: \$28,000

Summary of programme mission and goals:

The GAIN programme is targeted at youth. It provides support and education for the target group and their families with a view to providing alternatives to the misuse of drugs and alcohol. It does this by teaching conflict resolution, communication skills and by building healthy relationships and self-esteem.

Origin and delivery of the programme:

The GAIN programme originated in the USA and was adapted for New Zealand clientele in 1989. It has close links with the police and other community agencies. The courses are delivered by trained facilitators and are overseen by GAIN NZ CEO, John Pritchard. GAIN has been severely hampered in recent times by a lack of funding.

Performance Targets and Achievements:

Delivery of one training course for GAIN facilitators and eight GAIN programmes in various areas of Christchurch. Programme appears to be running well. First Annual Report due mid September 1999. Continue regular liaison.

Name of Recipient:

CCCAD (Canterbury Community Council on Alcohol and other Drugs)

Financial contribution from CCC: \$58,000

Summary of programme mission and goals:

CCCAD aims to enable parents to encourage healthy informed lifestyle choices about alcohol and other drugs by young people. It does this through a parent education programme. In particular it provides parents with skills to model appropriate behaviours, manage their teenagers' use of alcohol and other drugs and develop effective communication strategies.

Origin and delivery of the programme:

CCCAD was established in 1982 and works with clients and other community agencies in the area of drug education. The programme is managed by a qualified counsellor and is being evaluated by the Alcohol Advisory Council of New Zealand.

Performance Targets and Achievements:

The funding is being used to set up a pilot drug and alcohol education programme. Three Christchurch Schools will be involved in 1998 and this will be extended to ten in 1999. The current targets reflect the setting up process and information from ALAC on programme effectiveness will be included in the Annual Report for the year 2000. First Annual Report due mid September 1999.

Group: Out of School Programmes

Name of Recipient: Children's Advocate, Christchurch City Council

Financial Contribution from CCC: \$50,000

Summary of programme mission and goals: To allocate funding to appropriate Out of School programmes running within the Christchurch City. The allocation of funds for the 1997/98 financial year only took place at the end of June 1998, due to the fact that research affecting the criteria for prioritising fund distribution was only completed in June 1998.

Origin and delivery of the programme: The programme is new and was created as a direct result of the Social Initiatives process. It is administered by the Community Relations Unit on behalf of the Children's Advocate.

Performance Targets and Achievements:

First Annual Report due mid September 1999.

Group: Support for Disability Initiatives

Name of Recipient:

Step Ahead Vocational Agency

Financial contribution from CCC: \$20,000

Summary of programme mission and goals:

This agency directs its services towards those with psychiatric disabilities. Its aims are twofold: widening vocational opportunities for its members and informing them of their rights and entitlements as beneficiaries. The intended outcome is for members to gain greater levels of independence in the community.

Origin and delivery of the programme:

The programme is run a Vocational Agency Manager, paid staff and volunteers. It has been running successfully for many years.

Performance Targets and Achievements:

The Council's funding will be used to increase the number of members undertaking vocational training, budgeting courses and receiving benefit advice. First Annual Report due mid September 1999.

Name of Recipient: Parafed

Financial contribution from CCC: \$20,000

Summary of programme mission and goals:

Parafed uses the media of sport, leisure and recreation to help rehabilitate people with severe physical disabilities. As part of this process it provides life skills training, information on disability services, sporting opportunities and advocates for the needs of people with physical disabilities.

Origin and delivery of the programme:

Has been running successfully since the mid 1960s. It is staffed by volunteers and paid employees. Parafed was established to provide sporting opportunities for severely physically disabled people. Since then it has expanded into the areas of education, art and advocacy.

Performance Targets and Achievements:

While exact levels of performance are currently under negotiation Council funding will be used to fund a new position at Parafed. The work of the incumbent will involve building a database of the severely disabled from schools and the spinal unit and providing a follow-up service for these people. First Annual Report due mid September 1999.

Group: Anger Management

Name of Recipient: CDC

Financial contribution from CCC: \$20,000 (Subject to Small Budget Purchase Agreement)

Summary of programme mission and goals:

Supplement services provided under the CDC's Actionworks Programme (see above). It is evident that a proportion of the youth undergoing the Actionworks employment programme are having difficulties finding and sustaining work because of anger management problems. Council funding is used to refer these young people to the appropriate anger management agency.

Origin and delivery of the programme:

Youth will be diverted to existing anger management programmes run by Presbyterian Support Services and Stopping Violence Services. A pilot programme for schools is also being held.

Performance Targets and Achievements:

Funding provided for 35 youth to undergo anger management. Progress of these youth to be tracked and reported on as part of a case management process. Programme appears to be running well. First Annual Report due mid September 1999. Continue regular liaison.

Group: Community Development Facilitators

Name of Recipient: Linwood Community Resource Centre

Financial contribution from CCC: \$33,000

Summary of programme mission and goals:

The aim of the Centre is to develop a stronger sense of community among the Linwood residents. This involves sharing skills and resources, helping participants identify social issues of importance to them, and aiding participants to develop their own responses to these issues.

Origin and delivery of the programme:

This programme is entirely new and was developed as a partnership between the Council and Family Plus Anglican Care.

Performance Targets and Achievements:

The targets for the 1997-1998 year reflect a process of setting up and making people aware of the Centre. This involves networking, information gathering and encouraging people to participate in the activities developed within the Centre. The Community Relations Unit is currently assisting the Centre to provide an Annual Report for the 1997-1998 financial year. Date for completion is mid February 1999.

Name of Recipient: Linwood Community Arts Centre

Financial contribution from CCC: \$35,000

Summary of programme mission and goals: To provide the residents of the Eastern Christchurch with opportunities to participate in visual and performing arts. To achieve this, the Linwood Community Arts Centre has been involved in promoting art and culture with a particular view to encouraging participation of Maori and those people who would not otherwise have access to these opportunities.

Origin and delivery of the programme: The programme is new and was created as a direct result of the Social Initiatives. However, it receives funding from other sources, including the Community Trust, Creative Communities and the Community Arts Council. It is run by a Community Arts Worker (30hrs/wk) and a team of volunteers.

Performance Targets and Achievements:

The targets for the 1997-1998 year reflect a process of setting up and making people aware of the Centre. This has involved needs study, developing physical resources for an arts workshop and recruiting volunteers. In addition the centre will run children's holiday programmes, exhibitions and host exhibitions. The Community Relations Unit is currently assisting the Centre to provide an Annual Report for the 1997-1998 financial year. Date for completion is mid February 1999.

Group: Parenting Skills and Support

Name of Recipient: Hebron Community Trust, Young Parents Service

Financial contribution from CCC: \$50,000

Summary of programme mission and goals:

Young Parents Service is intended to provide life-skills and parenting skills programmes and individual support for young parents. It is aimed at parents between the ages of 14 and 25 years who are at risk through low self-esteem, poverty, neglect, abuse and poor health. The service has three basic elements: case work, life skills programmes and client support networking.

Origin and delivery of the programme:

Hebron's Young Parents Service was established in February 1991 to cater for young "at risk" parents. It is run by St John of God, Provincial Brothers.

Performance Targets and Achievements:

These involve developing a new integrated intake and assessment process which tracks their clients' progress from initial referral to termination and expanding the number of programmes on offer to young parents. The Community Relations Unit is currently assisting the Centre to provide an Annual Report for the 1997-1998 financial year. Date for completion is mid February 1999.

Future Directions

The Social Initiatives programme, which was scheduled to run for three years, is now well into its second year of operation. The results thus far demonstrate that its services are successfully filling urgent needs in the community. Draft 1999/2000 budgets make provision for third year funding for projects subject to satisfactory performance. If the programme is to be continued beyond the original three years at least two issues should be given careful consideration.

The first relates to the overall direction of the funding. The significance of particular social issues varies over time and the Council needs to be continually aware of changes in public sentiment and the needs of the community. For example, the Social Initiatives programme currently has an emphasis on employment. However, the most urgent social needs, in the near future, could lie in the area of health. Without this awareness, the targeting of Social Initiatives funding will not be as effective and the programme will lose political support and ultimately founder. To prevent this the Council needs to progress its Social Indicators programme as this, and other (policy related) research, will provide good guidance as to where Social Initiatives funding should be directed.

The second issue involves the Social Initiatives relation to other projects. To be truly effective the programme needs to be coordinated with other community development projects. For example, there is currently a move in the Council to help Community Boards develop "Strengthening Community Action Plans". The projects identified through these action plans could be funded through the Social Initiatives programme. This would encourage those who are acting "locally" to be continually aware of issues at a metropolitan level. Furthermore, local projects could also take advantage of the Social Initiatives programme's well-established monitoring and purchasing procedures.

In short, the Social Initiatives programme can currently be heralded as a success. If this is to continue attention should be given to the two issues noted above and this should be done, as part of a general "stock-take" of the programme sometime within the next 12 months.

Comment by George Clark, Community Relations Unit Community Adviser

Overview Summary to February 1999:

The application and annual planning process implemented by the Council is now part and parcel of the normal funding process for most organisations supported by the Social Initiatives fund. An informal survey of project managers views during recent visits has confirmed both the support for and acceptance of the procedures and format implemented in 1998 for all projects. Almost all the projects have been visited to date and feedback regarding the newly implemented annual planning and reporting process has been consistently positive. Outstanding visits will be completed by the end of February 1999. From the Council's point of view the planning and reporting process is providing relevant information and data of a consistency that will support a credible monitoring approach. Having now established a working set of processes and procedures that are widely accepted as simple and straight forward (and meet the Council's requirements in terms of social and financial accountability) maintenance and support of the approach is paramount.

An issue does exist around future funding decisions. Current recipient organisations have been funded beyond an annual planning round and have an expectation of three years support. The time will come when a wider reassessment of that commitment (wider than just the organisation) will have to be made by the Council. The current process is not currently broad enough to enable this wider assessment to be made. Scoping to facilitate a broad decision making process would need to include strong links to an agreed set of social indicators.

As a previous senior manager of the New Zealand Employment Service I am aware of the sometimes-difficult decisions that have to be made regarding community demands against finite budgets. Public relations and community concerns around the importance of balancing individual need against overall demand while ensuring equity, transparency and value are not to be ignored. It seems to me (as a still “objective observer”) that an excellent balance has evolved around the administration of the Social Initiative funding. Social and financial accountability has been achieved, equity of access and transparency are clear and the value of the funding to the wider community can be measured.

SUMMARY

The Commitment by the Christchurch City Council to funding for 3 years the annual \$1.1 million dollar Social Initiatives Programme received significant national publicity during the 1997/98 Annual Plan process. This report covers the performance of the projects over the first 12 months. Some of the funding went to already functioning projects, however others required setting up or investigating appropriate agencies to purchase resources and appropriate outcomes.

At 30 June 1998 \$593,878 or 54% of the first years allocation had been spent. Programmes under investigation at that time were the Drug Initiatives, Support for Disability Initiatives, Anger Management and a cluster for the Field Workers in Schools. The employment programmes undertaken by Council’s Employment Services amount to 35% of the total spending and they met all targets. The Youthworks Programme was not fully spent at 30th June 1998 but funding was committed for payments to current participants. Since July 1998 this scheme has become fully operational and has become very effective.

Indications are that there is a big demand for the types of services being provided for in the Social Initiatives Projects as most have been fully subscribed.

The monitoring process and the liaison between Council staff and the service delivery organisations has been an integral part in strengthening relationships and ensuring attainment of the Council’s Community Development and Social Well-being Policy outcomes. The part time employment in December 1998, of Mr George Clarke, a former senior manager of NZ Employment Services provides the Council with an experienced administrator to monitor these projects and give future direction. The rigorous selection process and strong service contracts and annual plans have ensured the success at this point in time of the Social Initiatives programme as a whole.

- Recommendation:**
1. That the report be received.
 2. That the Community Relations Unit develop and recommend by June 1999 a process to review existing projects and identify the future direction for the Christchurch City Council Social Initiatives beyond the 1999/2000 Annual Plan.

Chairman’s

- Recommendation:** That the above recommendation be adopted.