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Corporate Plan Output: Plans and Policies	

The purpose of this report is to:

- Outline the structure of a Leisure Strategy incorporating the Review of Outputs and Standards for the events/festivals, recreation, sport and arts areas.
- Provide further detail on the process to develop the events/festivals and recreation and sport streams of the Leisure Strategy.

INTRODUCTION

The Council has identified in broad terms what it wants to achieve in the area of leisure through its Vision, Mission and Strategic Objectives. It has been more specific in its desired outcomes in leisure through the following policies:

- Recreation and Sport Policy
- Events Funding Policy
- Arts Policy (currently under review)

The Leisure Strategy aims to set out in broad terms the ways in which the Council plans to move towards the outcomes identified for the leisure area over the next five years within the context of a strategy for the city. This recognises that there are a wide number of organisations involved in the provision of leisure within the city, of which the Council is one, albeit a major one.

The Council is uniquely placed to have an overview and consequently to lead the process of developing a city-wide strategy. As part of this process the nature of the Council’s involvement, its standards and outputs will be reviewed in line with the Council-wide ‘Outputs and Standards Review’. A diagrammatic representation of the strategy development process is attached.

In summary the Leisure Strategy will plan the ‘how’ parts of the Recreation and Sport Policy, the Events Funding Policy and the Arts Policy (once the review is completed) for the next five years.

The Leisure Strategy will bring a longer term planning horizon for much of the leisure area than is currently the case and allow for a more coordinated approach. It will allow for the planning of the City’s response to demographic changes such as the aging population, urban growth and trends in recreation such as the shift away from club membership to a more pay and play philosophy and the increasing diversity of leisure activities available. The Leisure Strategy will also facilitate a strategic examination of the needs of pockets of our community that are currently under represented as participants in leisure activities. The Council’s current and future roles will be considered along with the roles of other organisations in the public, voluntary and commercial sectors.

The need for a city-wide recreation and sport strategic plan was identified at the time the Recreation and Sports Policy was adopted in 1996. The Leisure Strategy will encompass the strategic plan for recreation and sport and also allow the Council to consider the needs for events and festivals and for the Arts, alongside the needs for recreation and sports activities.

AIM AND OBJECTIVES OF THE LEISURE STRATEGY

Aim

To develop a coordinated Leisure Strategy for the city that clearly identifies how the Council and other organisations plan to work together towards the achievement of the outcomes identified in the Council's Recreation and Sport, Events Funding and Arts Policies.

Objectives

- (a) To identify the current and future leisure needs of Christchurch.
- (b) To identify the leisure services provided in Christchurch, the Council's role in providing/funding these, and the role of other groups and agencies in providing these services.
- (c) To determine the standards for leisure services provided in Christchurch.
- (d) To evaluate any gaps between the current provision and the current and future leisure needs.
- (e) To review the nature of the Council's involvement in leisure against needs identified and the relevant policies.
- (f) To identify the potential opportunities to fill the gaps between need and supply, and the role of the Council and other groups and agencies in doing this
- (g) To prioritise the Council's future outputs in the leisure area in a fiscally prudent manner in the context of the needs identified and its policy outcomes.

Key Points from these Objectives

- The Leisure Strategy is for the city not just the Council.
- The current and future leisure needs and supply within the city will be examined.
- The Council's current activities will be reviewed.
- The Council's future activity will be planned and prioritised.
- The outcomes could affect the activity of a number of Council units.
- The roles of other providers will be identified, acknowledged and agreed for future.
- The Council will need to look at its activities and identify which are no longer a priority, which should be continued and which could better be approached in a different manner.

The Leisure Strategy will aim to have a time horizon of five years. However certain elements of it may need to project further in to the future.

LEISURE STRATEGY PROCESS

The Leisure Strategy will involve three major strands of activity in line with the Council's three major policies in the area ie events/festivals, recreation and sport and the Arts. The three streams will be prepared in fairly separate manners but within the overall framework and coordination of the Leisure Strategy. A degree of separation is required because the stakeholder groups involved, whilst overlapping to some degree, are also significantly distinct for each stream.

The individual streams may need to review and fine-tune the overall Leisure Strategy objectives to meet the needs and issues distinct to the area of activity concerned. However each streams' objectives must be consistent with the overall objectives of the Leisure Strategy and enable the objectives of the Council-wide Outputs and Standards Review to be achieved.

An overall framework needs to be provided by the Leisure Strategy to ensure coordination and as much consistency as is practicable given the different natures of the three streams. There also needs to be a process of bringing the outcomes of the three streams together at the end in which priorities across streams can be arrived at and integration achieved.

STRUCTURAL FRAMEWORK

The Parks and Recreation Committee with its community members selected for the Outputs and Standards Review will be the overseeing body for the Leisure Strategy. Regular progress reports will be forwarded to the augmented Parks and Recreation Committee from all three streams and it will review the current and future outputs and standards within the context of the Leisure Strategy. Any potential changes to existing policy resulting from the Leisure Strategy process will be forwarded to the Parks and Recreation Committee. The final strategies from each stream and the overall Leisure Strategy will be subject to approval by the Parks and Recreation Committee and subsequently the Council.

In terms of ensuring some degree of consistency between the approaches of the three streams the following guidelines have been prepared. Each stream will:

- Ensure its work is within the overall objectives of the Leisure Strategy and meets the objectives of the Outputs and Standards Review.
- Focus on a strategy for the next 5 years.
- Establish clear links between the future outputs, standards and actions of the Council and its policies and strategic objectives.
- Undertake wide-spread consultation with interested parties as part of its process.
- Appoint a steering group of a cross section of interested parties to oversee the process.
- Communicate regularly with the other streams to aid coordination.
- Report progress regularly to the augmented Parks and Recreation Committee.
- Participate in the process to integrate the three streams towards the conclusion of the Leisure Strategy.

The three streams will progress through their respective processes at different rates. All three streams will need to be completed before integration can take place. Consequently there will be a delay between completion of some streams and their integration within the overall Leisure Strategy.

EVENTS/FESTIVALS STREAM AIMS AND OBJECTIVES

Aim

To develop a coordinated Events Strategy for the city that clearly identifies how the Council and other organisations plan to work together towards the achievement of the outcomes identified in the Council's Events Funding Policy.

Objectives

- (a) Identify the current and future needs of Christchurch's Events Calendar.
- (b) Identify the various stakeholders and the contributions they make towards the Events Calendar
- (c) Determine future resourcing needs and the potential impact/value to the city
- (d) Establish and prioritise Council's future outputs in festivals and events in a fiscally prudent manner in the context of identified needs and its policy outcomes.
- (e) Detail a critical path with which to monitor the implementation achievements and assess results.
- (f) Champion a successful communication and teamwork strategy within the events industry to ensure long-term vision and commitment to the strategy outcomes.

Process to be Undertaken

The Events Strategy is one of three major streams (events and festivals, recreation and sport, the Arts) within the Leisure Strategy. A critical element to the success of the Events Strategy is assembling a steering group of professionals to oversee and advise on the processes taken.

It is suggested that the steering group be made up of the following representatives:

- Parks & Recreation Committee
- Canterbury & Christchurch Marketing Group
- Events Industry's NZQA educationalist
- Academic Expert/Consultant from the Events Industry
- Representative from Policy Directorate
- Leisure Unit Manager or his proxy

The following outline is a flow chart which is the expected order of proceedings:

Report to Parks & Recreation Standing Committee Report on brief, process, steering group composition	September 1999
Recruit Steering Group Members Ensure balanced composition across industry stakeholders	September 1999
Steering Group Review Process Review Process and Brief, with an overall commitment required	September 1999
Review Events Funding Policy Draw conclusions on its structure, importance	September 1999
Review research on relevant events Bring together event evaluations and other event research	October 1999
SWOT Analysis & Identify issues	October 1999
Augmented Parks & Recreation Seminar	October 1999
Seeking Community & Industry Views Focus groups from all sectors to verify and expand on SWOT Analysis and Issues	October 1999
Draft Goals of Strategy Should be heavily determined by policy	October 1999
Draft Strategy	October 1999
Augmented Parks & Recreation Seminar	November 1999
Seeking Community & Industry Views Feedback & reaction to Draft Strategy	November 1999
Finalise Strategy	November 1999
Develop Action Plans What are we to achieve and in what increments	December 1999
Report to P & R	February 2000
Integration process with the other two streams	

RECREATION AND SPORT STREAM AIMS AND OBJECTIVES

Aim

To develop a coordinated Recreation and Sport Strategy for the city that clearly identifies how the Council and other organisations plan to work together towards the achievement of the outcomes identified in the Council's Recreation and Sport Policy.

Objectives

- (a) To identify the current and future recreation and sport needs of Christchurch.
- (b) To identify the recreation and sport services provided in Christchurch, the Council's role in providing/funding these, and the role of other groups and agencies in providing these services.
- (c) To determine the standards for recreation and sport services provided in Christchurch.
- (d) To evaluate any gaps between the current provision and the current and future recreation and sports needs.
- (e) To review the nature of the Council's involvement in recreation and sport against needs identified and the relevant policies.
- (f) To identify the potential opportunities to fill the gaps between need and supply, and the role of the Council and other groups and agencies in doing this

- (g) To prioritise the Council's future outputs in the recreation and sport area in a fiscally prudent manner in the context of the needs identified and its policy outcomes.

Process to be Undertaken

The Recreation and Sport Strategy is the second of three major streams (events and festivals, recreation and sport, the Arts) within the Leisure Strategy. A critical element to the success of the Recreation and Sport Strategy is assembling a steering group of key personnel within the sector to oversee and advise on the processes taken.

It is suggested that the Steering group be made up of the following representatives:

- Parks & Recreation Committee
- A Canterbury Sports Association
- A community sport or recreation organisation
- A commercial sport or recreation provider
- Sport Canterbury
- Academic Expert/Consultant in the field of sport or recreation
- Leisure Unit Manager or proxy
- Parks Unit Manager or proxy

The table below outlines the process to be undertaken to develop the Recreation and Sport Strategy:

Report to Parks & Recreation Standing Committee Report on brief, process, steering group composition.		September 1999
Recruit Steering Group Members Ensure balanced composition.		October 1999
Steering Group Review Process Review brief & proposed process		November 1999
Generate clear picture of current Christchurch City Council provision. Current outputs & standards, levels of customer satisfaction, links to policy, future budget projections.		November 1999
Analyse recreational trends & Christchurch demographics.		December 1999
Demand Assessment	Supply Assessment	January–February 2000
Analyse existing information on needs/demand.	Analyse existing information on supply/provision	
Identify major information gaps. Carry out research if necessary.	Identify major information gaps. Carry out research if necessary.	
Augmented Parks & Recreation Committee seminar		February 2000
Seeking Community Views Present & get feedback on: <ul style="list-style-type: none"> • Current C.C.C. provision. • Broad picture of demographic & recreational trends. • Needs/demand identified. • Supply/provision identified. Fill gaps in picture of need/demand & supply/provision.		March – April 2000
Supply & Demand Synthesis Identify current & future gaps in provision, identify key issues.		May 2000
Augmented Parks & Recreation Committee Seminar		June 2000
Review Recreation & Sport Policy		June 2000
Draft Goals of Strategy		June 2000
Draft Strategy including future C.C.C. outputs & standards.		July 2000

Augmented Parks & Recreation Committee Seminar on Draft Strategy	August 2000
Seeking Community Views on Draft Strategy	September 2000
Revise & finalise Strategy	October 2000
Develop Action Plans	October 2000
Report to Parks & Recreation Committee	November 2000
Integration process with the other two streams	

ARTS STREAM

The Council's Arts Policy is currently being reviewed. That review is expected to be completed in October/November 1999. Once the revised Arts Policy has been adopted by Council a process to develop the Arts stream of the Leisure Strategy will be reported to this Committee.

- Recommendation:**
1. That the process to prepare the overall Leisure Strategy including the Events and Recreation and Sport components of it be approved.
 2. That a representative from the Parks and Recreation Committee for the Events Strategy Steering Group be selected.
 3. That a representative from the Parks and Recreation Committee for the Recreation and Sport Strategy Steering Group be selected.

Chairman's

Recommendation: That the above recommendation be adopted.