

2012-2032

# LEISURE AND WELLBEING



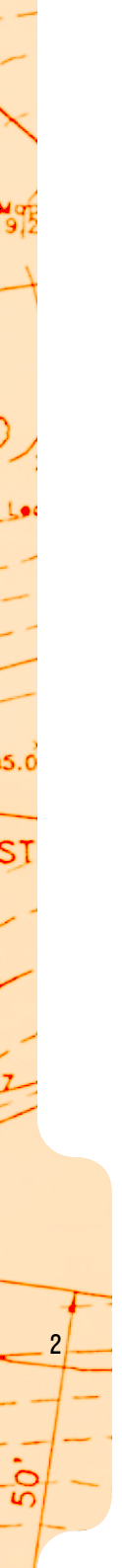


# TOGETHER WE ARE A CITY.

## LEISURE AND WELLBEING STRATEGY 2012-2032

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# FOREWORD

## Background

In 2014 Council published its vision for the city 'Integrated Vision for Hutt City – Making our City a Great Place to Live, Work and Play'. This document comprehensively defines and illustrates Council's vision for the city's future. We clearly outlined the myriad of opportunities that exist for our city, both within the many distinct and close communities that make up our city and across the city as a whole. Through this, we have committed to facilitating the development of a flourishing Hutt City in coming decades for the residents, prospective residents and visitors.

Four strategies will guide achievement of the vision. Together with Councillors, I proudly launched the first of these strategies in March 2014 - the 'Urban Growth Strategy 2012-2032'.

This strategy addresses growth and development and focuses primarily on the 'built' aspects of the city. Making sure that Council enables the provision of outstanding housing as well as roading and appropriate facilities to support residents and encourage businesses to choose Hutt City as their location of choice are crucial to achieving the vision.

Now, along with Council, I am pleased to present 'The Leisure and Wellbeing Strategy'. This joins the 'Environmental Sustainability Strategy' which was published in November 2014. The 'Infrastructure Strategy' is currently being consulted on as part of the 'Long Term Plan 2015-2025'. Once the 'Infrastructure Strategy' is agreed and published we will have captured a way forward for our city, enabling detailed planning, and work to be guided by agreed and well-defined goals.

## Leisure and Wellbeing

The 'Leisure and Wellbeing Strategy' is focused on our people – in particular their cultural, physical and educational wellbeing.

With a single-minded focus on providing the best in local government services, Hutt City is particularly well positioned to deliver some extraordinarily positive opportunities and experiences for both residents and visitors.

The city offers almost boundless opportunities for recreation and leisure activities through our geographic makeup and the spaces and facilities we have available are ripe for improvement or reinvention, or the establishment of entirely new opportunities.

What is more, the people of Hutt City have great commitment to and involvement in a wide range of leisure activities, from sport to the arts, education outside the classroom, culture, outdoor adventure and iconic city events. This is an enormous strength that we will build on.

I look forward to a very exciting future for the people of Hutt City.



**Ray Wallace**

*Mayor of Lower Hutt  
2 October 2014*



## READING THIS DOCUMENT

This strategy presents a direction and range of areas Council will focus on enhancing, developing, renewing or introducing. These are the things that we believe will support an improvement in our people's wellbeing now and into the future.

In this strategy, we outline what we mean by wellbeing and what our principles are for moving forward. We background the strategy by defining the historic base we have to build on.

From there, we identify the specific areas we'll be working on and for which action plans will be developed. In line with our planning cycles, the detailed actions for each area will be developed over time, through both annual and long-term planning.



# LEISURE AND WELLBEING – WHAT WE MEAN

# LEISURE AND WELLBEING – WHAT WE MEAN

The ‘Leisure and Wellbeing Strategy’ sets out Council’s long-term approach to achieving an improvement in the wellbeing of Hutt City’s people and the city.

Our vision for this strategy is:

*To make a better city everyday by providing integrated community services which make a world class difference to the people of our city.*

The principles are:

PRINCIPLE	WHAT THIS MEANS
<b>Targeted delivery</b>	Our efforts and resources will make a real difference in people’s lives
<b>Next generation</b>	Children and young people will be our primary focus
<b>Sustainability</b>	Our practices will ensure our services, programmes and facilities meet current needs, adapt to future needs of communities, and are good-quality and cost-effective
<b>Smart partnerships and collaboration</b>	We will work in partnership with others and actively seek appropriate commercial and business development opportunities
<b>Know-how</b>	We will use our knowledge, expertise and talent to provide quality, innovative services to our customers/communities
<b>Working together</b>	We will work collaboratively and identify ways of working together in an integrated way

## DELIVERING ON OUR LEISURE AND WELLBEING GOALS

This strategy heralds a new approach for Hutt City in regard to the development and delivery of leisure and wellbeing services that:

- are world-class and rated as excellent against national and international benchmarks
- make a real difference for all people of Hutt City – particularly those in our high deprivation communities

Hutt City Council is committed to working with our communities to achieve this. We will do this through:

- delivering the best core local government services in New Zealand in the way of libraries, museums, physical recreation, community safety and connections
- renewing and revitalising Hutt City's network of community facilities
- improving the quality of life and wellbeing of those living in high deprivation communities

This strategy will also enable us to support central government achieve their own outcomes that focus on health, personal wellbeing, arts and culture, education and literacy. We will be highly focused on fostering strong relationships with central government agencies (such as Housing New Zealand, NZ Police, Regional Public Health and Hutt Valley District Health Board) as well as local organisations (such as Weltec, other local territorial authorities, iwi organisations and non-government organisations) to achieve our vision.

## WELLBEING – WHAT DOES IT LOOK LIKE?

Broadly, wellbeing can be defined two ways – the absence of negative conditions or the prevalence of positive attributes. Positive definitions of wellbeing generally include six characteristics which are:

- the active pursuit of wellbeing
- a balance of personal characteristics eg, happiness and sadness
- life satisfaction
- positive social behaviour
- a sense of self and one's identity
- being as effective and useful as possible

In 2002, the UK Cabinet Office produced a report on life satisfaction [Donovan, Halpern, Sargeant 2002]<sup>1</sup> that found strong links between work satisfaction and overall life satisfaction, and also between active leisure activities and overall satisfaction. It concluded there should be public sector intervention to boost life satisfaction by encouraging more leisure and work-life balance. Public leisure provision is particularly valuable to the less well-off because most of these services (parks, playing fields, the countryside, the coast, galleries, libraries, museums and other amenities) are free or accessible at modest cost.

Work in Australia has found that investing in new and improved community facilities is important to help build communities, keep people healthy and happy and provide opportunities for individuals to improve, learn and prosper. [Montgomery 2005]<sup>2</sup>

Public leisure provision is particularly valuable to the less well-off because most of these services (parks, playing fields, the countryside, the coast, galleries, libraries, museums and other amenities) are free or accessible at modest cost.



1 Donovan, N., Halpern, D., and Sargeant, R. (2002) Life satisfaction: the state of knowledge and implications for government. Strategy Unit, Cabinet Office, Downing Street, London

2 Montgomery, J Dr., Themes and Issues Emerging from the Better Facilities, Stronger Communities Conference 15-16 August 2005, Melbourne, Victoria



## BUILDING SOCIAL CAPITAL

Social capital is an important focus for this strategy and is a concept that Council is intent on building up. Social capital is the social resource that is embodied in the relationships between people. It resides in and stems from the contact, communication, sharing, co-operation and trust that are inherent in ongoing relationships.

It is described as 'capital' because it can be accumulated over time and then drawn on in the future for use in achieving certain goals. Social capital is a collective resource, owned by a community, rather than an individual. It is important because it fosters networks between people, which also serve as conduits for the flow of helpful information (about jobs, health issues, education and community concerns) and assists with achieving goals.

However, the circumstances surrounding an individual or household may mean their access to their own community's social capital is straightforward or not.

Communities with higher levels of social capital are likely to have high educational achievement, faster economic growth and less crime and violence. People living in communities with strong social capital are likely to be healthier and happier. In places with greater social connectedness it is easier for people to resolve collective problems. Much of the work that we do contributes to building social capital by encouraging people to participate, meet together and share information.

## COMMUNITY DEVELOPMENT

Another concept pivotal to improving wellbeing is that of 'community development'. This concept will be woven through all the focus areas of this strategy. It is a way of achieving strength in communities, which is needed to help implement our plans.

Community development combines the idea of 'community' with 'development'. A 'community' can generally be defined as a group of people with a shared identity. This shared identity can be based on geography, culture, organisation or interest.

Community development can mean new options, diversification, thinking about issues differently and anticipating change (Christenson et.al., 1989). Development involves change, improvement and vitality – a directed attempt to improve participation, flexibility, equity, attitudes, the function of institutions and the quality of life. Community development can increase choices.

The community is both the means and the end of community development. The community takes action and participates together. It is through this action that the community becomes more vital, not just economically, but as a strong, functioning community in itself. There are many 'models' and frameworks for community development processes.

Partnership and collaboration is an essential part of this process. Members of our communities range from residents to neighbourhood members, community

initiators and leaders, or future leaders, members of voluntary organisations, service customers and ratepayers. As such, it is important 'to consider all their individual skills, attributes, needs and desires'.

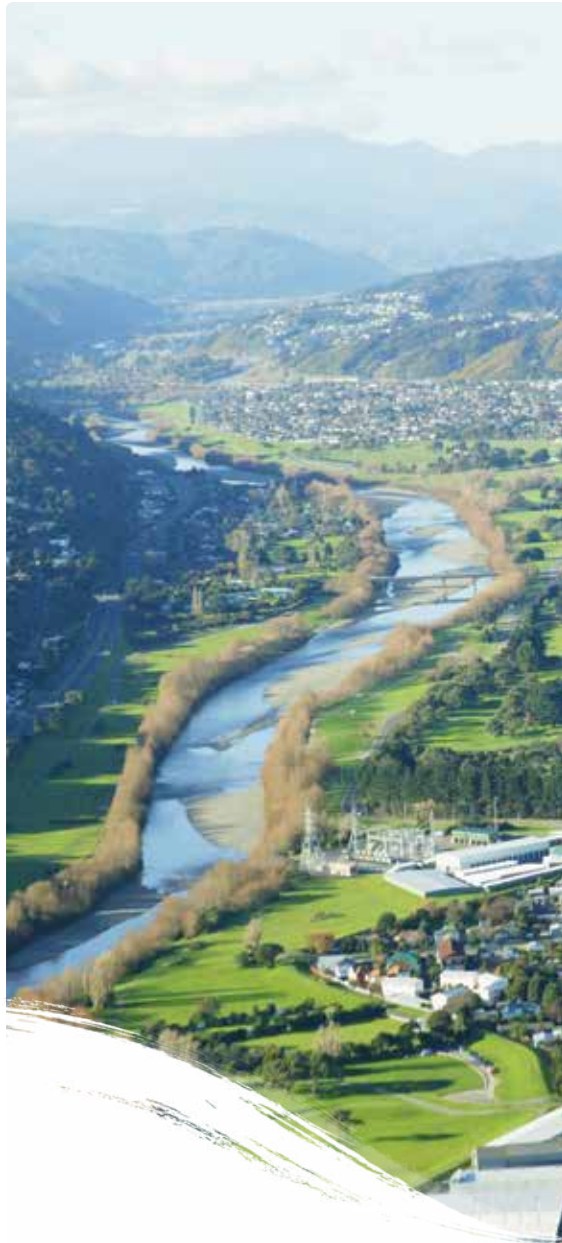
Community development has a key role to play in:

- empowering vibrant communities that are led from within
- enabling programmes and environments that support a valley free from crime and injury
- creating opportunities and spaces within neighbourhoods for people and groups to gather
- fostering positive partnerships through collaboration
- providing specialist advice, information, training and resources to community groups and residents
- development of sustainable projects with communities

From 2014, Council has purposefully integrated community development principles across all of its community services work, in particular in the areas of literacy, arts and recreation.



# BACKGROUND



## BACKGROUND

### HUTT CITY'S PEOPLE – THE CURRENT SITUATION

The Census 2013 results showed limited population growth in Hutt City. However, although the city's population is not projected to grow significantly, there will be some significant demographic change. For example, there will be growing ethnic diversity as the proportion of people of European descent decreases and the Asian, Pacific and Māori populations increase.

The city will generally be getting older – over 20 per cent of the city's population is likely to be 65 years of age or more and there will be fewer 0-14 year olds, 15-39 and 40-64 year olds in the population. The majority of the over-65s will be of European descent. High numbers of people leaving the city (outward migration) is set to continue.

In contrast, the Pacific, Māori and Asian populations are growing faster and will increase their share of the population. In addition to being growing populations, Māori, Asian and Pacific are also predominantly younger. Growth can be seen within the 0-14, 15-39 and 40-64 age groups of these populations (as well as in the 65+ group). The median age of those of Māori,

Asian or Pacific descent is also significantly lower than for the European population.

Hutt City has some of the highest levels of social deprivation in New Zealand. The Deprivation Indices show that numerous neighbourhoods in the city are blighted by entrenched poverty. While there is socioeconomic deprivation across the city, the most affected are in the northern and eastern wards. Naenae and Taita have long been amongst the most deprived 10 per cent of areas in the country, while the neighbouring suburbs of Delaney, Epuni East and Waiwhetu North are also areas of low economic status.<sup>3</sup>

All these communities are diverse, with passionate people and strengths, and in conjunction with the investment of a range of organisations, there is considerable energy, creativity, expertise and potential on which to build. However, evidence shows that these areas face many challenges, including poor health and wellbeing, poor educational attainment, higher unemployment and low incomes and, in some areas, particularly higher vulnerability to crime.<sup>4 5 6</sup>

3 The Deprivation Index measures data across nine variables. These are – Employment , Income – benefit (receiving a means tested benefit), Income – poverty, Communication – no access to telephone, Transport – no access to a car, Social support (single parent family), Educational qualifications – without and qualifications, home ownership, and living space – below equalised bedroom occupancy threshold. Scores of 8 – 10 in the index denote areas with low economic status while a score of ten indicates that a geographic area is in the most deprived 10 per cent in the country.

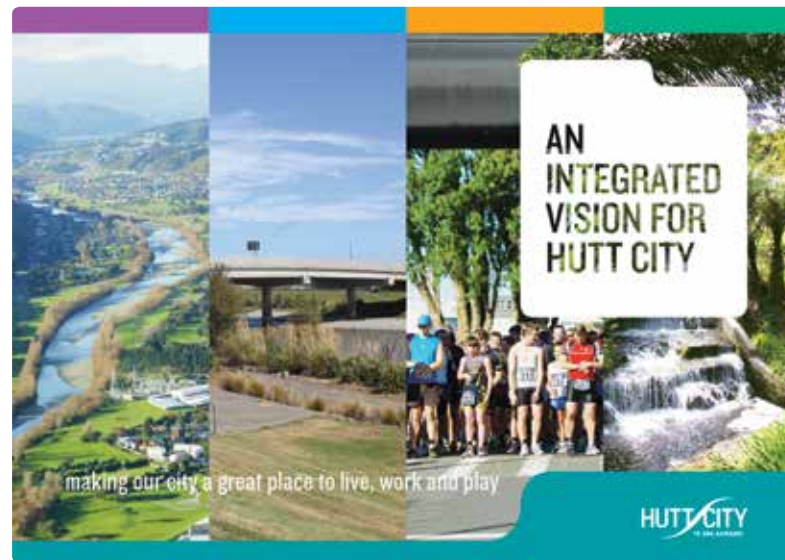
4 2006 Census

5 Elizabeth Lucie-Smith, Measuring the Difference – Avoidable Hospitalisation (Hutt Valley DHB, July 2012)

6 New Zealand Health Survey 2006/07 p.187 & p.40. (Ministry of Health, 2008)

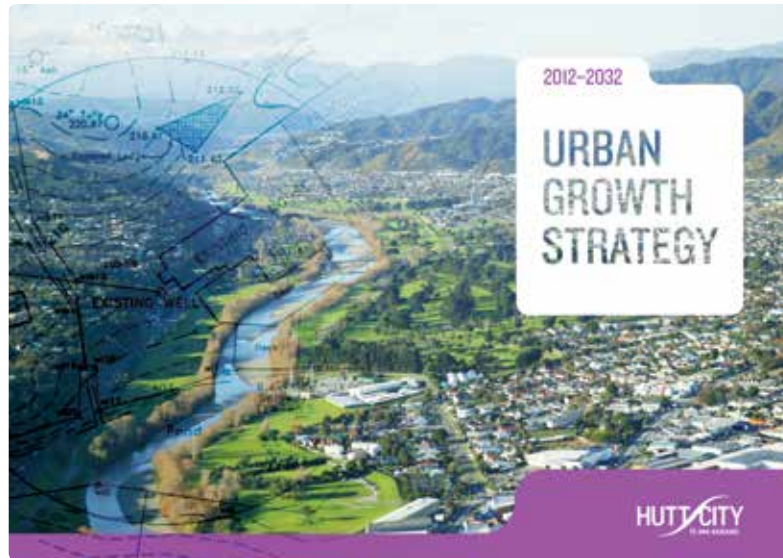
While the cycle of poor outcomes is detrimental to individuals and families, it also has economic and social impacts beyond specific communities, for example, the costs of child poverty, the need for greater spending on health and welfare, criminal justice, and lost economic opportunities and productivity driven by poor skills and educational attainment.<sup>7 8 9 10 11 12</sup>

Council has a key and integral role to play in ensuring the quality of life and wellbeing of people connected to these communities is significantly improved and to contribute towards positive socio-economic change both locally and for the city as a whole.



- 7 Solutions to Child Poverty in New Zealand: Evidence for Action, (Children's Commissioner, 2012). [http://www.occ.org.nz/\\_\\_data/assets/pdf\\_file/0008/10151/Child\\_Poverty\\_Report\\_Web.pdf](http://www.occ.org.nz/__data/assets/pdf_file/0008/10151/Child_Poverty_Report_Web.pdf)
- 8 Towards an Inclusive Economy, Working Paper 01/15 (The Treasury, December 2001), p.11. An inclusive economy, that provides broad-based opportunities, derives from the inter-relationship between social capability, productive capability, and well-being.
- 9 M.Claire Dale, Mike O'Brien and Susan St John (Eds.), Left further behind: how policies fail the poorest children in New Zealand, p.190. <http://www.cpag.org.nz/assets/Publications/LFBDec2011.pdf>
- 10 Alan Johnson, The Growing Divide – A state of the nation report from the Salvation Army, p.31. (Salvation Army, February 2012). In 2010/11, the cost of imprisoning a sentenced prisoner, including the costs of employment and rehabilitation, was \$100,700. Even when some allowance is made for revenue from prisoner employment this cost remains \$94,800.
- 11 Michael G Baker, Lucy Telfar Barnard, Amanda Kvalsvig, Ayesha Verrall, Jane Zhang, Michael Keall, Nick Wilson, Teresa Wall, Philippa Howden-Chapman, Increasing incidence of serious infectious diseases and inequalities in New Zealand: a national epidemiological study, The Lancet, Volume 379, Issue 9821, pages 1112 - 1119, 24 March 2012.
- 12 See also the literature on the costs of poor housing to health services and the economic benefits of resolving homelessness. Paul Flatau et. al., The Michael Project, 2007 – 2010: New perspectives and possibilities for homeless men, Chapter 6 – Economic analysis (City Mission 2012)

Council's approach to this investment is outlined in this strategy. Key to achieving this is building up the city's fantastic leisure and recreational opportunities.



## BUILDING FOR WELLBEING

The other side of the equation is the need to invest in building facilities for wellbeing. Council's approach to this investment is outlined in this strategy. Key to achieving this is building up the city's fantastic leisure and recreational opportunities, natural environment, libraries that enable all citizens to access information, knowledge, technology and learning opportunities, and its internationally recognised art museum and cultural history – which collectively add to Hutt City's quality of life.

Hutt City is blessed with a generous quantity and range of public open space and recreational opportunities. Around half of the land within the city boundary is managed as reserve and we have a varied array of recreation opportunities from the river, beach and hills, through to the wide range of Council-provided sports grounds, playgrounds and recreation and community facilities. These attributes are cherished by our residents and are critical to the quality of life the city provides.

The city also has state-of-the-art services such as libraries that are focused on providing a collective community resource that is greater than any individual or family could afford or accommodate. Libraries support community learning, literacy and recreation. Our libraries are well placed to support the educational development of the young people who will be future ratepayers, particularly in terms of access to technology.

The city is also fortunate to have an internationally recognised art museum in The Dowse Art Museum. The Dowse is a connected art place that explores meaningful new ideas and initiatives for our many communities. Council recognises that The Dowse, as a museum, must contribute to society by helping create a sense of place and strengthening its relationship with its communities. The libraries, the Dowse and the Petone Settlers Museum together preserve and make available the city's history from settlement to modern day.

## GROWTH AND DEVELOPMENT – 'URBAN GROWTH STRATEGY 2012-2032'

Council published its 'Urban Growth Strategy' in March 2014. This strategy provides a 30-year blueprint for private sector development and related Council investment in Hutt City and contains key principles to guide the city's population growth and development aspirations.

This 'Leisure and Wellbeing Strategy' should be seen against the backdrop of investment and development that the 'Urban Growth Strategy' focuses on. Together these strategies will contribute to achieving Council's overall vision for Hutt City.

Key issues covered by the 'Urban Growth Strategy' include:

- the long-term Council policy direction for growth, development, open spaces and infrastructure

- sustainable development
- alignment of key Council plans/strategies and linking with social, economic, environmental and cultural wellbeing of the city
- the type of development most likely to build an innovative and resilient economy in the city
- the implications of development and how the strategy will manage these
- what is needed to enable Council, together with its partners, to implement the strategy

It also has a strong focus on facilitating and encouraging the building of housing and enabling the growth of businesses across the city.



# NEW DIRECTION FOR COUNCIL



## NEW DIRECTION FOR COUNCIL

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As previously outlined, The 'Integrated Vision for Hutt City 2012-2022' provides the community with a comprehensive picture of the direction Council intends pursuing in the future and provides Council and Council officers with a plan on which to base future advice and action.

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The 'Leisure and Wellbeing Strategy' provides the next part of the framework to achieve Council's vision of a city that is a great place to live, work and play. This framework is structured around:

- integrated community facilities
- improving outcomes in the North East
- children and young people
- community safety

### BUILDING ON OUR STRENGTHS

Our new direction for Council sees leisure and wellbeing services adding value to the city through providing:

- literacy and education activities
- recreational activities and all this entails
- professional arts and grass roots expansion of community arts
- community development and support

All of these contribute to the overall wellbeing of Hutt City's population, but none of these activities alone can achieve a positive improvement in the wellbeing of our people and our city. Together they can – but we will need to ensure we achieve this positive change through our existing key strengths:

- clear vision for the future of the city
- a surfeit of natural resource in the form of green spaces
- a vibrant and diverse population
- skilled and committed staff



# LEISURE AND WELLBEING – MOVING FORWARD



# LEISURE AND WELLBEING – MOVING FORWARD

By combining facilities into hubs, Council can update and modernise its facilities more efficiently, as well as broaden the range, and increase the standard, of services.

## INTEGRATED FACILITIES – COMMUNITY HUBS

Some of our built facilities are old, tired, increasingly expensive to maintain, and losing relevance. To ensure we maintain quality facilities that are relevant to the needs of today and tomorrow's communities, and to help attract new families to Hutt City, Council plans to redevelop many of our facilities over the next 30 years with a particular focus on growing recreation and community facility 'hubs'.

By combining facilities into hubs, Council can update and modernise its facilities more efficiently, as well as broaden the range, and increase the standard, of services.

Such hubs will be an exciting feature of our city in the future, and Hutt City will be leading-edge in committing to this approach.

They will provide multiple facilities at an appropriate level for the needs and size of the suburbs they serve. There will be several smaller community hubs in and around main centres such as Naenae, Stokes Valley and Wainuiomata, as well as two regionally focused hubs at Fraser Park and, if possible, one in the Petone West area. A civic centre hub including Council administration and main cultural facilities will also be located in the city centre.

The first hub to be developed will be the Taita Community Facility which will house an indoor sports stadium, exhibition and events space, community library, community services, and community centre.

These hub developments are important to our existing community, but will also help provide the kind of facilities new households increasingly expect in their community. Consequently, they are seen as crucial to making the city more attractive to prospective home owners and developers.



## 'Integrated Facilities Plan'

The 'Integrated Facilities Plan' (IFP) outlines the direction Council is moving in to deliver the majority of the community services and facilities it provides, through the integrated facilities (or community hubs), as outlined on the previous page. This plan is a first and important step towards Council taking a different approach to the delivery of leisure and wellbeing activities and services.

In committing to this approach, Council is reflecting developments in local government elsewhere in the world. For example, Sports England is actively promoting community hubs at local government level with new management partnerships that link sport and physical activity with health, social welfare, education and lifelong learning.

In Australia there are many examples, including in places such as Darebin, Whittlesea and Monash, where a new library, a 'global learning centre', two aquatic centres, a gathering place for indigenous people, an arts studio space for children, a community centre in a former baths and an arts park and cultural centre, all combine to form an 'integrated community hub'.

The IFP provides a strategic, city-wide approach to transforming the current network of rundown buildings into community facilities that meet community aspirations are financially sustainable and can adapt to future needs.

## Community Facilities Trust

The Hutt City Community Facilities Trust (CFT) is a trust established specifically by Council to lead the rejuvenation of key community facilities within Hutt City. The CFT is the lead agency, using its collective knowledge, experience and expertise, to drive much needed improvement in the stock of public facilities located within our city and has been established to develop a range of fit-for-purpose, leisure, recreation, and community facilities that are attractive to the residents of, and visitors to, Hutt City. The CFT will achieve this by:

- becoming the repository of expertise and knowledge of how community facility projects are researched, planned, fundraised, project-managed, built and maintained
- acting as a voice for community facility development in Hutt City
- carrying out fundraising work to attract donations for these developments from philanthropic organisations, corporate sponsors, the community and other funding sources to augment Council investment
- project managing any facilities built to ensure funds are spent wisely, cost effectively, and in accordance with CFT instructions, thereby ensuring community investment is recognised, protected and not wasted.

Council has a key role in supporting and working alongside the CFT to ensure future developments are as much about building community as they are about providing multi-purpose buildings. We also have a role to play in testing and perfecting integrated service delivery models alongside other social services providers and communities.

## Other initiatives

Hutt City will promote other initiatives to further support the community facilities including sports coaching, arts tutoring, artists in residence, community urban design forums, main street programmes and cultural events and festivals. Key to this approach are:

- partnerships – multiple stakeholders including public, private and not-for-profit interests
- integrated local area planning
- collaborative resourcing
- outcome measurement and evaluation
- consolidating neighbourhood facilities and precincts
- community involvement at all levels in planning, design and management of new facilities and/or social programmes.

Financial sustainability is also an important reason for Council's choice to deliver the majority of the community services and facilities it provides through integrated facilities managed by the CFT. We will achieve much greater efficiencies through one management system and the increase in shared facilities by the hubs.

**Council has a key role in supporting and working alongside the Communities Facilities Trust to ensure future developments are as much about building community as they are about providing multi-purpose buildings.**



## MUSEUMS

The educational role museums play lies at the core of their service to the public. People of all ages visit museums to learn from the collections, exhibitions and displays created by museums through their research and scholarship. Museum experiences help to build a desire for life-long learning, again, crucial to our city's future.

Learning in museums can be both discovery-based, through interaction with exhibitions and displays in a leisure setting, and also structured, through targeted educational activities. For example, the activities offered by museums under the 'Learning Experiences Outside the Classroom' (LEOTC) programme of the Ministry of Education. This programme provides many young New Zealanders with an important introduction to what museums offer, and in turn they bring their parents back to experience it for themselves.

Museums also link schools and other educational institutions in their region through their active education programmes.

They are places where communities come together to explore their cultural and artistic heritage, to discuss topics of current interest, or simply to pursue leisure or entertainment activity. They are shared community spaces. They stimulate debate in the community, not only about what they show in their exhibitions and collections, but also about what they do as an institution. They are vibrant, changing organisations where individuals and communities can be challenged to think more about and appreciate cultural and artistic expression.

Museums contribute to the development of social capital by encouraging greater social participation, stimulating curiosity about the social, built, cultural

and natural environment; building self-esteem and civic pride, and improving the quality of life within their communities. They also contribute to the regeneration of communities by providing heritage records.

Hutt City has a nationally significant and internationally renowned contemporary art museum in the Dowse, which also provides a stunning public art gallery for the city. The Dowse has forged a reputation for quality exhibitions and events, with a special focus on craft and design. The Dowse's programming is diverse and exciting, presenting works by local and international artists, appealing to a range of audiences.

In early 2014, The Dowse sent 'Wunderruma', the biggest New Zealand jewellery show ever to be toured internationally to Munich. The exhibition returned to show at The Dowse six months later. We can aim for further international achievements in time.

Research shows that arts and culture are an essential part of any vibrant city that wants to develop and grow economically. A strong arts and culture sector attracts talented people who in turn develop entrepreneurial and innovative projects that contribute to economic growth. The Dowse is in an ideal position to lead the future development of a vibrant focal point within the cultural precinct of the city, it connects people with art, and offers diversity of visual art, leisure and learning experiences.

The Dowse reported 205,563 visitors in the 2012/2013 year. Half of these were from outside the region. Visitors, staff, exhibition partners and funders are attracted by the quality and profile of the exhibitions and events.

In order to continue this success, we must ensure we attract the best possible staff, and stay competitive at a national level for exhibition and funding opportunities. It is critical The Dowse maintains its professional and great reputation.

Petone Settlers Museum occupies one of New Zealand's most significant memorial buildings – the Wellington Provincial Centennial Memorial. The memorial was

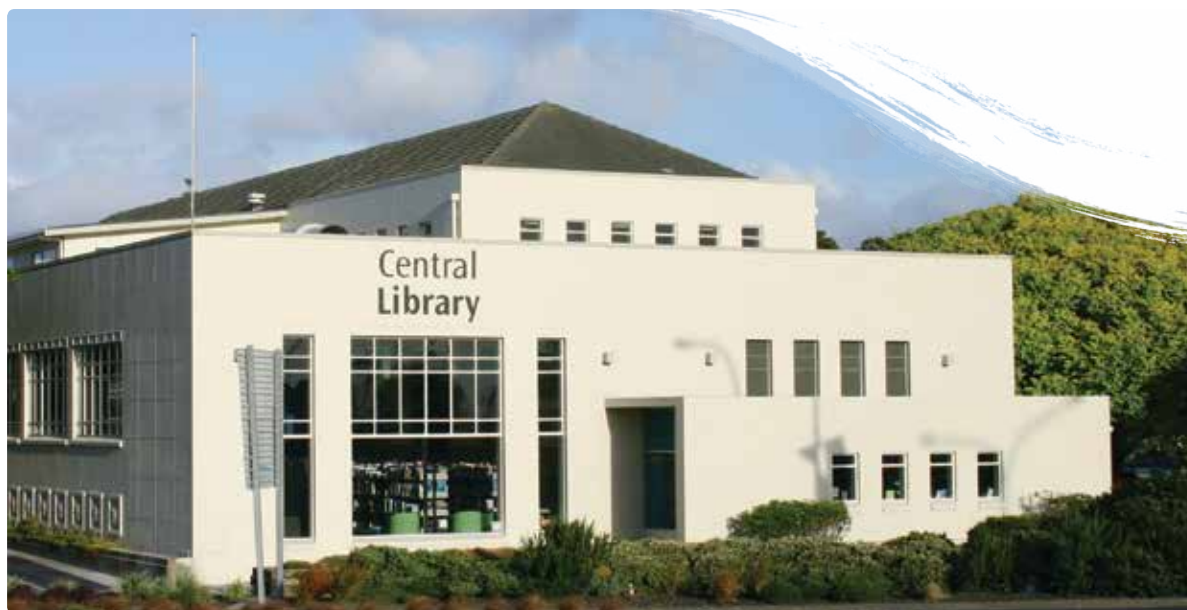
The Social Return on Investment for the museums provision in Lower Hutt is the sum of both the economic impact and economic value – a combined value of \$3.54m.

built to commemorate the arrival of the first British immigrants on Pito-one's shores in 1840. Also serving as a bathing pavilion, the Wellington Provincial Centennial Memorial was officially opened on 22 January 1940 and became the heart of Petone's thriving beach scene. The Museum specialises in providing residents and visitors to the area an insight into the history of this nationally significant site and the peoples involved.

In 2011, a Social Return on Investment (SROI) study was conducted to assess the overall contribution and significance to the local economy, and help assess the cultural value associated with The Dowse Art Museum and Petone Settlers Museum. Overall, the economic impact of museum provision is approximately \$1.92 million per annum and 29 jobs are provided in the community. A survey asked 1,000 Lower Hutt households to state their willingness to pay to ensure The Dowse and Petone Settlers Museums remained open (vs. a proposal to close them). On average, households indicated they were prepared to pay \$41.67 per year to keep them from closing. This equated to \$1.62 million across the whole city.

In this study, the SROI for the museum's provision in Lower Hutt is the sum of both the economic impact and economic value – a combined value of \$3.54 million. The cost to Council of museum provision is \$2.71 million annually, indicating a cost benefit ratio of around \$1:\$1.31. This is an excellent result, suggesting Council's investment in museums provides value for money and a concrete payback to the community.

Maintaining and enhancing our museums therefore features as a very important strand of this Leisure and Wellbeing Strategy.



## LIBRARIES

The provision of services and facilities through libraries is increasingly instrumental in communities' abilities to keep informed, relevant and stimulated. The services they provide are crucial to our residents' sense of wellbeing and participation in their communities and are therefore an important strand of our strategy.

Libraries:

- enable all citizens to have access to information, knowledge, and technology and learning opportunities
- support community learning, literacy and recreation
- provide connections to a vast array of knowledge, ideas and works of the imagination
- enable individuals to turn their knowledge into value, participate as citizens and contribute to strengthening their communities
- instil and encourage the joy of reading for pleasure, recreation, discovery and lifelong learning
- provide innovative services and rich content to meet the needs of users in the digital age
- are vibrant places of inspiration, debate and social interaction
- are valued public, civic spaces
- collect, create, preserve and serve as the repositories of recorded knowledge and information about our cultural heritage



- act as conduits for services and information provided by government agencies and civil organisations, therefore playing a major role in the development of socially cohesive, informed and inclusive communities
- promote literacy and the pure enjoyment of reading

Hutt City is privileged to have eight libraries. They very much sit at the heart of our communities and are trusted, well-regarded places for adults and children alike, enabling learning and replenishment of the human spirit. The services they provide are free and valued, and we will ensure we not only preserve, but really enhance these services in coming years.

Already our libraries are working hard to introduce or maintain up-to-date programmes that enhance people's access to learning. For example, we have a suite of research databases enabling local businesses to access accurate, timely information. All our libraries currently partner with Lynda.com, which gives people the opportunity to access more than 2,500 tutorials online for free. Reading Reboot is a summer reading programme for 5-12 year olds, and increasing numbers of children are signing up for it. Plus, school holiday programmes run by libraries provide some great options for children. Such possibilities are endless.

We will build these types of offerings through our libraries, and continue to develop our collections, build the technology services they provide, including improving access to high speed internet, and add further services through them. We will see them become even more integrated and valued in coming years.

A Social Return on Investment study was undertaken in 2013 to test the value of Hutt City libraries. Around 3,000 randomly selected residents were mailed a survey booklet and asked to complete a range of questions regarding their library usage or non-usage. They were also asked to place a value on libraries in Hutt City by estimating what library services would cost if they had to be obtained from private businesses,

**Libraries very much sit at the heart of our communities and are trusted, well-regarded places for adults and children alike, enabling learning and replenishment of the human spirit.**

how much cost and effort is involved in getting to the library, and a hypothetical contingent valuation or willingness to pay scenario.

Overall, this analysis found that for every dollar that is invested by Council into Hutt City Libraries, between \$1.27 and \$1.44 is provided in economic benefit to the community, making a strong case for the public provision of libraries in Hutt City.

On average, respondents indicated that they would be willing to pay around \$51 per year to maintain library services. Over three quarters stated that libraries are worth more than this, but could not or would not pay more. Library users estimated they would have to spend around \$260 per year through private businesses to access the services and materials they currently utilise from libraries. The time and effort involved in accessing libraries represents around \$262 per annum per library user.

Overall, library users reported that the most important contributions of libraries are the maintenance of relevant collections, contribution to hobbies and pastimes, and life-long learning, as well as being safe and pleasant places to visit.

## SPORT AND RECREATION

There is no question that participation in sport and recreation plays a key role in improving the physical and psychological wellbeing of individuals and therefore communities. There is international evidence that participants in sport and recreation are on average more productive in employment and enjoy better health outcomes. Some of these benefits are personal - increased productivity leads to a higher wage and a healthy person should have a higher quality of life. Some are social benefits received by others - increased productivity leads to higher profits and governments make savings in the health system when the population is more active in sport and recreation.

These benefits also cumulatively benefit our entire city through people's healthy and strong contributions to their communities and local economy.

Sport and recreation provides the catalyst for community gatherings, from small functions to major events, where people play, talk and share experiences. Importantly, sport and recreation creates social capital. It also contributes to lifelong learning. As an example, volunteers such as sports administrators, coaches and officials develop new skills through training and professional development courses, adding to each volunteer's body of knowledge.

According to Australian research, sport and recreation has a number of specific benefits:

- children engaged in sport and recreation perform better academically and are more likely to enjoy school
- sport and recreation can help to divert young people from crime and anti-social behaviours. It can also target those young people most at risk of committing crime and help their rehabilitation and development

- the more people who are physically active and involved in sport and recreation, the fewer patients there will be in our health systems and pressure on our hospitals is reduced
- lack of physical activity is second only to tobacco as the leading contributor to the overall burden of disease in the developed world
- social participation and social support has been shown to increase participation in physical activity

A Sport New Zealand report released in 2011 indicated that sport and recreation activities are highly valued by people in the Wellington region:

- 90 per cent young people (5-17 years) take part in at least one sport or recreation activity over a year
- 84 per cent adults take part in at least one sport or recreation activity over a year
- these are supported by over 75,000 (76,496) volunteers

Council will ensure a full range of strategies heavily focused on enabling as many of our residents as possible to access and participate in sport in our city. We will ensure the physical facilities such as hubs and sports grounds are modern and highly functional, as well as providing programmes and support for administrators and the incredible volunteers who work to support people of all ages to enjoy sport and physical activity.

Sport and recreation are bigger ticket items for any city or community when it comes to financial investment, but Hutt City is in a strong position to apply the necessary funding to build new, and/or improve and maintain sporting facilities. Like our 'Urban Growth Strategy,' this strategy requires some increased expenditure to bring sport and recreation facilities and programmes up to the world-class standards our city's vision aspires to.

Sport and recreation provides the catalyst for community gatherings, from small functions to major events, where people play, talk and share experiences.

As we plan for and build new and outstanding facilities we will continue to make sure people access what we already have, and that we improve or maintain existing facilities.

The Naenae pool was recently retiled and it reopened with a pool party to celebrate. The McKenzie Baths in Petone reopened in November 2013 with a hunt for Petone's oldest swimmer, and a free weekend of swimming. Such celebrations of our successes are all important steps that encourage participation, and help signal to our communities that we are working with them to help facilitate their wellbeing.



## PARKS AND GARDENS

Parks, reserves and gardens help preserve and enhance the city's natural beauty and provide opportunities for a wide range of leisure and recreational activities which benefit the health and wellbeing of our people. Access to these green spaces will increase in importance as development of the city intensifies. Because of this, it is important we ensure there is sufficient green space to meet future city needs and that the available green space is of high quality and able to be used by people of different generations now and into the future.

Hutt City Council manages over 300 reserves totalling some 3,100 hectares. A further 2,200 hectares of green space owned by Council is within the regional parks, which are managed by Greater Wellington Regional Council. The different types of reserves are:

- **Bush**

Bush reserves are open space areas that are set aside predominantly for passive purposes. Bush reserves generally vary in botanical content and quality, but provide habitat opportunities, visual appeal in terms of landscape values (green space), and recreational opportunities.

- **Sports grounds**

These are recreational grounds associated with sports, and the facilities that primarily provide for formally organised sporting activities.

- **Facility**

Facility reserves are those reserves where the principal use is a facility for community activities supporting sporting, educational and recreational activities.

- **Neighbourhood**

Neighbourhood reserves are located within residential areas and are essentially characterised by open space, with low levels of development, children's playgrounds and unstructured activity. Recreation activities generally enable passive and active forms of recreation such as walking, playing and informal ball games. Neighbourhood reserves contribute to the appearance of surrounding areas by providing areas of open space and limited vegetation. Studies have found that well presented, pleasant neighbourhood reserves add value to nearby properties.<sup>13</sup>

It is important we ensure there is sufficient green space to meet future city needs and that the available green space is of high quality and able to be used by people of different generations now and into the future.

- **Amenity horticulture**

Amenity horticulture reserves are open spaces with a diversity of functions, but managed predominantly for horticultural purposes. Areas within these reserves are intensively cultivated and contain a wide variety of species and shrubs, and flower display areas, available for public enjoyment and passive and active recreational opportunities.

- **Esplanade and foreshore**

Esplanade and foreshore reserves are areas of land adjacent to a body of water or water course. This includes the harbour, lakes, rivers, streams, and some drainage ditches throughout the city.

Living close to parks and other recreation facilities is consistently related to higher physical activity levels for both adults and young people.



<sup>13</sup> The Economic Benefits of Open Space, Recreation Facilities and Walkable Community Design, Active Living research, Robert Wood Johnson Foundation, San Diego State University, May 2010

## REVIEW OF VALLEY FLOOR RESERVES

The vast majority of the 5,300 hectares of public, open space that is owned, administered and managed by Council throughout the city as reserve is bush-covered hill, and mainly surrounds Wainuiomata, Stokes Valley and Lower Hutt. This open space is a key factor in establishing the 'green' character of the city and is central to its vision of being 'a great place to live, work and play'.

Seventy-four per cent of the population of Hutt City live on the valley floor. Others come from the hill suburbs and other parts of Hutt City as well as outside the city to schools, for work and for recreation. In particular, people come to the valley floor for sports, given the hilly landscape of much of Hutt City and the Wellington region.

Changes in demographics will have implications for the types of public open space that will be needed in the future. Societal and population changes may also mean the purpose and use of various spaces may change over time. The school-age population is expected to decrease over the next 10 years, numbers of elderly will increase and the population in general is expected to become more ethnically diverse. Most of the areas with high deprivation are located on the valley floor.

It is well documented that areas of high deprivation require a higher proportion of public open space because residents do not have the resources to travel outside their immediate area. Having available green space and play equipment nearby provides recreational opportunities that are close to home and free.

Housing density is increasing in many areas of the valley floor. This results in smaller sites, greater site coverage, multi-unit housing, low-rise apartments and infill housing. The likely result is growing demand for 'fit for purpose' reserves close to people's homes.



Neighbourhood reserves that are appropriate to an ageing population are likely to increase in importance.

Council recently reviewed the reserves in the city, looking at a range of factors regarding public open space:

- distribution of public open space areas
- purpose of the open space, its values, use and whether the open space is fulfilling its purpose
- demographics of the immediate and the wider population and their needs
- current and predicted population trends
- the degree of existing and proposed residential intensification
- contribution to the wider public open space network

- the degree of changes, development or other measures required to increase reserve performance

Through this review and the development of this strategy, comes a commitment to investment to improve reserves. Many of our neighbourhood reserves are of poor quality due to drainage, access and visibility issues. Council needs to invest to improve them and/or purchase other land that would be more suitable for development as neighbourhood reserves.

**Neighbourhood reserves that are appropriate to an ageing population are likely to increase in importance.**



## CHILDREN'S SKILL DEVELOPMENT

The wellbeing of our children and young people is a major priority and will be fundamental if we are to achieve our vision. Building skills from a young age will therefore be an important focus of this strategy.

Council's libraries, museums and recreational activity services are in a position to provide children in particular, opportunities to practice fundamental skills such as fine and gross motor skills, reading and literacy and learning to swim. For example, through our libraries' Baby Bounce and Rhyme programme, early literacy is promoted and behaviours modelled for the parents and caregivers who are with the children every day. Songs and rhymes help to encourage language and speech development, while action rhymes and finger plays assist in the development of fine motor skills.

'Gross motor skills' are used and developed in activities such as crawling, walking, running and swimming. Programmes like Kivisport and Learn to Swim classes encourage children to practice gross motor skills. Art education and access to technology assists the development of 'fine motor skills' such as writing, holding small items, buttoning clothing, turning pages, eating, cutting with scissors, and using computer keyboards. Mastery of fine motor skills requires precision and coordination and helps children function in their daily lives.

## PLAYGROUNDS – 'GO OUTSIDE AND PLAY'

Research indicates that children who develop the key movement skills and experience the joy of moving, gain physical confidence and competence, will participate more in physical activity and enjoy the many benefits an active life provides. Children that get a good start, including access to open space, experience better health as adults.

The extra incentive for helping children to become confident and competent movers at an early age is that they are more likely to lead physically active lifestyles in the future (SPARC, 2007). It is through play that children learn about themselves and the environment around them. Play can be an individual experience but it may also involve interaction with others. Play provides opportunities for informal learning through explorations and experimentation. Through exploration, children have opportunities for learning and expanding their range of experiences. Clearly the nature of play depends on the age, ability, culture and preferences of the child – they're all different.

Our playgrounds will therefore remain a real priority across the city. 'Go Outside and Play' is a plan that will guide the provision of play spaces and playgrounds in Hutt City. It supports the themes set out in 'An Integrated Vision for Hutt City' and addresses principles 2 and 3 of the Reserves Strategic Directions.<sup>14</sup> Our aim is to offer sites that provide a diverse range of play opportunities, including imaginative play and exploring nature. The emphasis in this document is on Council provision of play spaces and playgrounds for those 12 years old and younger.

Go Outside and Play includes a set of broad principles for planning and managing Council's provision of play spaces citywide. Council does not subscribe to the thinking that says a park is not really a park unless it features a seat, bin and playground. The nature of play is wide ranging. Council will attempt to provide for a number of play requirements across a variety of sites and recognises that there is no standard solution. In many cases, this will involve simple site upgrades including drainage, seating, paths, signage and tree planting.

Council recognises that some additional playgrounds would be beneficial. The Central Ward is an area where additional playgrounds and play spaces can be justified. It may be possible to meet some of the public's requirements for play by working closely with select schools. At the time 'Go Outside and Play' was adopted, the level of maintenance on playgrounds managed by Council was up-to-date in terms of safety. However, much of our equipment is past its best before date and many sites are not very appealing. Implementing Go Outside and Play over a 15 year period will lift the quality and appeal of playgrounds.

## 'WALK AND CYCLE THE HUTT 2014-2019'

A safe and integrated transport system that prioritises active travel is central to Council's vision for Hutt City as 'a great place to live, work and play'.

14 Reserves Strategic Directions Principles 2 and 3

Principle 2 – Working closely with other providers of parks and recreation services will improve understanding of the roles and responsibilities of all providers, better focus resources and enable the development of complimentary activities

Principle 3 – presenting parks that offer a wide range of recreational opportunities and good quality facilities attracts greater use and brings wider benefits to the community resulting in more efficient and effective provision of facilities.

Events that encourage use of our walkways are effective in combining people's enjoyment of our wonderful scenery and natural features with building fitness. Simple events such as King of the Hill saw 318 people walk and run up the Wainuiomata Hill this year, and we expect to repeat the event and identify yet more opportunities as a result of this strategy.

'Walk and Cycle the Hutt 2014-2019' will build on our work since 2006 and improve cycling and walking experiences in the city. The implementation programme, which will be developed in partnership with a working group of stakeholders, will detail the actions, priorities and timelines for delivering the plan's aims and objectives.

Our principal aim is to encourage more people to cycle and walk more often and further, for commuting and recreational purposes. Achieving this aim requires a paradigm shift in thinking about and resourcing walking and cycling in order to create a network that is safe, easy, convenient, attractive and pleasurable, both for leisure and as transport to workplaces, schools, and other key destinations. In terms of cycling in particular, the design and delivery of routes both on and off-road will need to cater for a range of user needs, including commuter and leisure cyclists.<sup>15</sup>

<sup>15</sup> Cycle Network and Route Planning Guide, (New Zealand Land Transport Safety Agency, 2004)

<sup>16</sup> A capable guardian has a 'human element', that is usually a person who, by their mere presence, would deter potential offenders from perpetrating a crime. A capable guardian could also be CCTV, providing that someone is monitoring it at the other end of the camera at all times. Some examples of capable guardians are police patrols, security guards, doorstaff, vigilant staff and co-workers, friends and neighbours. Some of the guardians are formal and deliberate, like security guards; some are informal and inadvertent, such as neighbours. It is also possible for a guardian to be present, but ineffective. For example, a CCTV camera is not a capable guardian if it is set up incorrectly or in the wrong place or is not monitored. Staff might be present in a shop, but may not have sufficient training or awareness to be an effective deterrent.

## CITY SAFETY

A healthy city is one where its residents can take advantage of all opportunities without fear of harm, one that gives residents and visitors alike a safe, friendly and easily navigable environment in which to 'live, work and play'.

Hutt City Council has been directly involved in the business of community safety since 2002, but has increased its work in this area in the last couple of years. A specific appointment, the City Safety Manager oversees this work and is testament to the importance of safety.

The vision for safety in the Hutt Valley is 'A safer Hutt Valley for all'. Its mission is 'to enable programmes and environments that support a valley free from crime and injury'.

The Community Safety Plan 2013-2016 was developed in 2012 after a stakeholder workshop which identified ideas and strategies moving forward. This led to a framework that ensures the following points are incorporated into all Hutt City's safety work:

- There is a valley wide focus – both Upper Hutt City Council and Hutt City Council are committed to working collaboratively in this area.
- Both councils will work collaboratively with a number of external stakeholders including the NZ Police, Regional Public Health, the District Health Board and the Hospitality Association.

Our success moving forward will be underpinned by a range of strategies and programmes focused on:

- a partnership approach to crime prevention and community reassurance
- increasing our communities' capable guardianship<sup>16</sup> of public places
- a strategic and multi-faceted approach to graffiti eradication
- a co-ordinated Neighbourhood Support, community patrol and Community Safety Camera volunteer programme
- a CCTV upgrade across Hutt City
- better information being provided to the public on safety initiatives
- a combined and focused alcohol monitoring and enforcement programme

Council is taking the above principles and strategy and combining them with further specific approaches such as the two outlined below.





## Safe Hutt Valley

# SAFE HUTT VALLEY

Safe Hutt Valley (SHV) is an inter-agency group working in partnership to improve community safety across the

Hutt Valley. It is made up of representatives from Hutt City Council, Upper Hutt City Council, ACC, Hutt Valley District Health Board, Regional Public Health, Āhuru Mōwai o Te Awakairangi (formerly known as Hutt Valley Family Violence Network) and the Police.

Lower Hutt and Upper Hutt cities jointly received official accreditation as an 'International Safe Community' in September 2010. 'International Safe Communities' is a World Health Organisation concept which recognises that safety is a universal concern and responsibility for all – everyone has a responsibility to make our communities safer - and that working together helps to bring about a safer community.

Safe Hutt Valley is led by a governance group which is chaired by the Mayor of Upper Hutt City. The governance group is made up of Councillors from both cities and senior representatives from the partner agencies. Safe Hutt Valley also has a working group which includes representatives from the partner agencies who have responsibility for project delivery. The Safe Hutt Valley Coordinator facilitates and supports the work of the governance and working group and assists with funding applications, reporting and communications activity.

Safe Hutt Valley Objectives:

Safe Hutt Valley has identified three main priority areas to focus on for 2011-16:

- Crime prevention and road safety (which also covers youth safety and community reassurance/ perceptions of community safety)

- Injury prevention – both intentional (eg, family violence) and unintentional (eg, home safety, workplace safety, sports safety)
- Reducing harm from alcohol

Hutt City Council engages with other agencies working on community safety through the Safe Hutt Valley partnership. The Safe Hutt Valley partnership allows Hutt City Council to maintain a broad overview of community safety work happening across the Hutt Valley, and provides an opportunity to reduce duplication, share resources, identify any gaps in services and work collaboratively with other agencies to address these.

## Hutt Safe City Trust

Hutt Safe City Trust was established to govern the work of the Hutt Valley Community Patrols, neighbourhood support and CCTV volunteers. The Trust works with Police and Council to increase surveillance in public places, to increase and manage the participation of volunteers involved, and to promote involvement in community safety.

# COMMUNITY PARTNERSHIPS AND PROJECTS

Communities are full of wonderful opportunities and complex problems. The trick is how to reap the benefits of the opportunities that exist but are yet untapped and provide solutions or a way forward to address some of the seemingly intractable problems faced by many in our communities.

Council recognises that partnership is essential if we as a city are going to take advantage of the opportunities existing within and outside the city and play our parts in finding permanent solutions to the complex problems that face many of our citizens. Every player – community-based organisations, local government agencies, the business community, neighbourhood organisations and individuals – is important and no one player can successfully tackle the challenges we face by themselves.

With this in mind, Council partners with a range of individuals, community-based organisations, local government agencies, businesses and neighbourhood organisations.

## Archetypes of Community Participation



Image courtesy of The Kaizen Partnership Limited 2012<sup>1</sup>

<sup>1</sup> <http://wearekaizen.co.uk/> Kaizen is an award winning social business that specialises in designing and delivering cutting edge projects in the community sector, including the areas of regeneration, education, employment, housing and the social care field. Their clients range from Local Authorities to schools, small charities to Premier League Football Clubs, multi-national businesses to the London 2012 Olympic Games.

When Council works in partnership the intent is to:

- harness the passion and effort of community leaders and volunteers. They need flexibility and appropriate resources to focus on meaningful community development and initiatives
- collaborate on projects with key agencies and community groups to achieve agreed outcomes
- work in a truly integrated way, and create opportunities to expand that way of working across the rest of Council
- seek new business development, commercial and revenue generating opportunities to support the ongoing development of programmes, services and facilities, which meet the needs of the people of our city
- provide Council funding to community groups to ensure groups are sustainable, accountable and delivering outcomes aligned with those of Council



## Partnering with community based trusts to improve community and business computer skills

Hutt City Libraries has partnered with the 2020 Communications Trust since 2012 to provide opportunities for the community to become skilled computer users and ensure all people are up to speed with online skills. Between July 2012 and the end of 2014 approximately 1870 people have completed a 'Stepping UP' basic computer skills course at a Hutt City library. This year the partnership will also provide members of the Hutt Valley Chamber of Commerce access to the International Computer Driver's Licence (ICDL), an internationally recognised qualification in various computing programmes.

## Partnering with service organisations to raise funds and develop initiatives

The Dowse Art Museum has a long-standing partnership with the Rotary Club of Hutt City to produce the popular outdoor sculpture exhibition 'Shapeshifter'. Run in Lower Hutt's Civic and Riddiford Gardens every two years, to coincide with the New Zealand International Arts Festival, the exhibitions attract hundreds of applications from exhibiting artists, and thousands of visitors. Rotary contribute organisation and fundraising skills as well as the heavy lifting required to install and remove the sculptures, The Dowse provides curatorial leadership and promotional assistance, and Council's City Promotions and Parks and Gardens teams also contribute to this wonderful partnership. Run each year as a fundraiser for the local community, Shapeshifter 2014 raised \$75,000 for The Dowse Foundation, Te Omanga Hospice, and youth initiatives in the Hutt Valley.

## Partnering with schools and community organisations to improve digital literacy and improve access to opportunities for children and young people

### Taita Cluster

Council has partnered with a cluster of five schools – Pomare School, Taita Central, St Michaels, Avalon Intermediate and Taita College – to help facilitate and lead a sustainable digital literacy programme as well as provide improved access for children to meaningful recreation, arts and literacy opportunities. Other partners to this cluster are: KPMG, NZ Bus, Variety, Wellington Rugby Football Union, and private donors.

### YOUth Inspire

Council has partnered with YOUth Inspire – a community organisation tasked with delivering the Mayor's Taskforce for Jobs initiative in Wainuiomata. The aim of this initiative is to work alongside young people and transition them into meaningful employment, education or training opportunities. Since the group was established in late 2013, 75 young people have registered and 49 have been placed. Other partners to this cluster are: Ministry of Social Development, The Todd Foundation, Lotteries and the Community Organisation Grants Scheme.

## Collaborating with the community to improve safety in the city

There are active community patrols operating in Stokes Valley, Taita, Naenae, the Central Business District, Petone and Wainuiomata areas of Lower Hutt and there is another very active patrol operating across Upper Hutt as part of the Safe Hutt Valley Trust. These volunteer activities enhance community safety and are a major resource should any major natural disaster occur. Each patrol undertakes activities across their communities, at public events and also assisting the Police with safety patrols. These activities help reduce and prevent crime across Lower and Upper Hutt.

## Working with and providing funding to sports organisations to engage young people and communities

Council works with and at times funds sports organisations such as Ignite Sport and Sport Wellington to engage young people and communities through their participation in sport and recreation. Sport can make a real difference in the lives of people, especially young people. Engagement through sporting inspiration, motivation and relationships has greater long term benefits than one-off 'activity' at a sporting venue.

Kiwisport is a key programme for Council. This Government initiative aims to increase school-aged children's participation in sport and is made possible through funding distributed through Sport Wellington. The allocation of KiwiSport funding is determined by Sport Wellington via a contestable and non-contestable funding model and is not guaranteed or pre-determined. Council acknowledges the roles that key partners play in supporting and enabling programmes like KiwiSport and the fact that Council has been fortunate to secure funding in past years. Council will continue to work together with key partners to identify further opportunities.



## Working with government agencies to deliver programmes

Council is receiving funding from central Government to deliver its Healthy Families New Zealand (HFNZ) programme. HFNZ is a city based health promotions initiative which aims to introduce a new health promotions system within ten targeted New Zealand communities of which Lower Hutt is one. The initiative focuses on improving health through affecting the settings people operate in, for example schools, workplaces, sports clubs and shopping centres. HFNZ's stated goal is to encourage families to live healthy lives by:

- making good health choices
- being physically active
- sustaining a good weight
- not smoking
- drinking alcohol in moderation

Council is working with nine partners<sup>2</sup> to deliver a \$3 million project over the next four years that helps families live healthier through targeting the settings where people live, learn, work and play.

## Community hubs/Sub hubs

Council will continue to work with its communities to review the current state of Council-owned buildings and identify needs before deciding that a new community hub is required. It is important that community hubs meet the needs of the local community and are a wise investment. Council supports community houses through direct funding and maintenance funding.

### Taita Sports & Community Centre

When completed the Centre will be the first fully integrated recreation and community facility in



the Wellington region focusing on youth and family. The project brings together an indoor sports facility, outdoor courts, a library and community spaces with a café and meeting rooms.

The people of Taita and Pomare have made a huge contribution to the vision for the Centre. HCC's Community Arts Advisor is working with the community to develop art projects that encourage the local community of Taita and Pomare to engage with the new Sports & Community Centre that is expanding the existing Walter Nash Stadium, and replacing the existing Taita Library and community hall. The aims of the arts projects are:

- to integrate the Taita Sports & Community Centre into the community using local arts
- that the community feel ownership of the centre and use it
- that the local community have a voice in the centre
- to honour / acknowledge the history of the demolished community hall, and the Walter Nash Stadium (both built by the community)

<sup>2</sup> Council is working in conjunction with Te Runanganui o Taranaki Whanui, Regional Public Health, Te Awakairangi Health Network, Sport Wellington, Takiri Mai te Ata Trust, Te Aroha Hutt Valley Association Incorporated, Hutt Valley Youth Health Trust t/a VIBE, The National Heart Foundation of New Zealand and Pacific Health Service Hutt Valley Inc.



Council is also working in partnership with the five local schools - Pomare School, Taita Central School and Taita College, St Michaels and Avalon Intermediate, to develop art work that will be displayed in the finished Centre.

### **Planning with the community for the Stokes Valley Community Hub**

Council and the Stokes Valley community have worked together to gather information on the services and facilities the community would like to see in Stokes Valley. The goal of the community engagement was

to provide opportunities for Stokes Valley households, groups, organisations and businesses to have a say about their community needs to inform a design brief for the Stokes Valley Community Hub.

Surveys were delivered to all households in Stokes Valley to give all everyone the opportunity to contribute to the initial planning of the community hub and 198 responses were received. The groups engaged in the planning included:

- Koraunui Marae
- community groups including Stokes Valley Community House, Stokes Valley Toy Library, Probus, Rotary, Stokeswood Rest Home, local artists and guides and scouts groups
- Stokes Valley businesses
- the three Stokes Valley schools
- Plunket, kindergartens and other providers of early childhood education
- children aged under 12
- young persons aged 12 and over
- Council employees who live in Stokes Valley

### **Community support**

Council has a policy of identifying and understanding its communities and their issues. Through greater knowledge of local needs Council is able to respond suitably to social issues affecting members and groups of communities it represents. The support Council contributes assists groups to achieve their goals when it would not otherwise have been possible owing to lack of resources. This support includes facilitation, advocacy, consultation and allocation of grants to community organisations and groups. These services are carried out through Council's Community Services Group or through private contracts.

### **Partnering with local volunteers and community organisations for the benefit of the whole community**

Of course there are many groups and organisations that are already working in the community that are focussed on improving or increasing local people's health and welfare or learning in many different ways. Places like marae, churches, schools, early childhood centres, community centres or houses that work in their local community to improve outcomes there. Such organisations and people will continue to play their part in producing the social capital needed to maintain, protect or improve overall community wellbeing.

There are also local volunteer organisations that, together with some Council support, greatly contribute to the development of recreational and other opportunities in the city. For example, Council has worked with the Wainuiomata Trail Project over the last six years to establish a great recreational asset that continues to increase in popularity. The volunteers making up the Wainuiomata Trail Project come from across the Hutt Valley (and beyond) and are very passionate about recreation and the wellbeing that is created by such assets. The examples provided by the Wainuiomata Trail Project show that well thought out parks and reserves cater for a diverse range of the community and could be further enhanced.

There are many non-profit organisations whose focus is the wellbeing of Hutt City residents. Although Council may not always be able to provide funding or accommodation for these groups Council does recognise the important role they play in producing social capital in the city. Everyone has a contribution to make whether large or small and Council will always consider whether and how it can lend its support to the many projects happening around the city.

## IMPROVING OUTCOMES IN THE NORTH EAST

Improving outcomes for high deprivation communities in the Northern and Eastern suburbs<sup>17</sup> of the city is a priority for Council. Deprivation indices show that communities in the Northern and Eastern suburbs are regularly amongst those rated as having the highest levels of deprivation, with Taita and Naenae amongst the most deprived 10 per cent in the country.<sup>18</sup>

Statistics and other evidence tell us that these communities face many challenges, including:

- poverty and limited life choices
- poor educational engagement and attainment
- high unemployment
- low income
- poor health and wellbeing
- high crime and reoffending

To be really effective we need to consider what we can do that will make the biggest positive change in these communities and redirect our resources into those priorities. Council is actively working with Housing New Zealand to ensure there are affordable housing choices available. It is important that Council continues to develop and foster such relationships with government agencies to ensure Hutt City residents are considered in central government decision making.

A key focus for the strategy is to work towards improving the quality of life and wellbeing of those living in high deprivation communities in the North East of the city in two ways:

- by strengthening Council's offerings in these communities through targeted delivery of core services: libraries, literacy, physical activity programmes, art education, community-based art projects and some social services support

- working in partnership with community groups and agencies to target services in this area, recognising the need to work collectively to harness the energy of individuals and organisations to achieve better results

Our internal planning will always specifically identify what we are doing in these communities, whenever we undertake our annual, long-term or any other sort of strategic planning.

Already we have seen results in this area through our focus on these communities. For example, in 2010, only one per cent of year five children could swim 200 metres. Thanks to KiwiSport, now 51 per cent can. Similarly, Spark Sports has been introduced this year – a free after-school sports programme for 5-12 year olds in Taita and Naenae. These are the sorts of programmes that are very effective and we will look at extending the reach of them and identifying further such programmes.

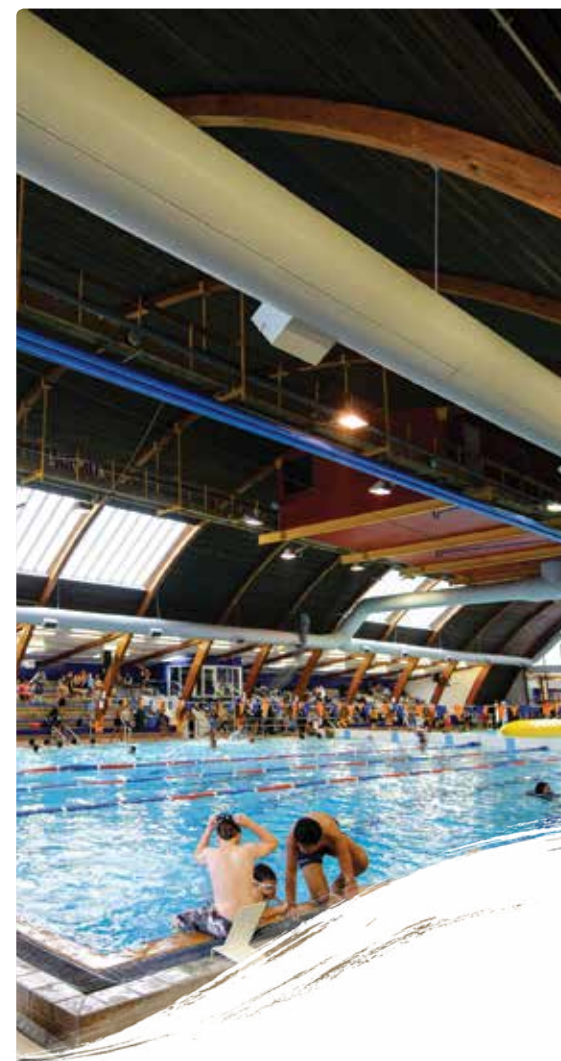
Bringing neighbourhoods closer together in these communities is also important, and programmes such as the Pomare Community Redevelopment are important here. Programmes like this aim to build and draw on leadership within communities to strengthen them and work together and with Council to identify what they need to build wellbeing.

Council will also consider solutions to the lack of access to Council services that some of our more physically isolated communities experience.

<sup>16</sup> Includes Naenae North, Naenae South, Taita North, Taita South, Waiwhetu North, Epuni East and Delaney

<sup>17</sup> Transforming areas of socioeconomic disadvantage, p.2. Scores for the Deprivation Indices of 1991 to 2006. (Hutt City Council, April 2012)

In 2010, only one percent of year five children could swim 200 metres. Thanks to KiwiSport, now 51 per cent can.





## CHILDREN AND YOUNG PEOPLE

Children and young people need to be seen as an asset to helping communities achieve their full potential. Today's children and young people will be important drivers of growth and development in Hutt City in the future. 'Council's Children and Young People's Plan' demonstrates our strong commitment to supporting them to achieve their potential and make positive contributions to their communities.

Children and young people will remain a target group for the implementation of the 'Leisure and Wellbeing Strategy' as that is where Council services are likely to have the greatest impact. This is especially the case in high deprivation communities in the North East. Children and young people under the age of 20 make up 33 per cent of the population in the North East (7,450) compared to 28 per cent for the whole of Lower Hutt (based on Statistics NZ estimated population statistics). In the northern and eastern communities our focus will be on engaging with all primary and intermediate age children. Through engagement with children and young people, we will also engage with their extended families.

### Youth Inspire

A prime example of moving forward with our young people is our partnership with a community organisation called 'Youth Inspire'. This group is delivering on the Mayor's Taskforce for Jobs in Lower Hutt and aims to provide meaningful pathways for our young people (16-24 years old). This is achieved through the partnerships formed with schools, business, education and training providers. The immediate focus for this initiative is young people in Wainuiomata where, within the last nine months, 18 young people are now employed and a further 12 are in education/training.

We see this as an excellent plank to our strategy that can be extended to help meet the 'Leisure and Wellbeing Strategy's' goals.

## POSITIONING HUTT CITY AS REGIONAL LEADERS

Should the local government environment change following any decisions about council amalgamation or more shared services, we believe we will be well positioned as leaders and recognised experts in the delivery of community services in our city. Hence, we will be well positioned to share our expertise and assist the wider region become very strong in the whole area of leisure and wellbeing.

No matter what the outcome, we are proud to be putting down solid foundations for our current city residents and also, the visitors we welcome to share our great facilities.



## COUNCIL'S VISION AND DESIRED OUTCOMES ARE ARTICULATED AS:

Our people are proud to live here  
There's always something for the family to explore  
Working or investing here is a smart choice

## INTEGRATED VISION FOR HUTT CITY WHICH IS INFORMED BY:

Community engagement  
Evidence and trends

## IS ACHIEVED BY:

### Growth and Development

- Planning for growth
- Diverse, resilient economy
- Knowledge intensive
- Science and technology
- Open for business

### Leisure and Wellbeing

- Planning for wellbeing
- Integrated community facilities
- Parks and green spaces
- Robust education, health and personal security outcomes

### Environment

- Planning for the environment
  - Sustainability leader
  - Protect biodiversity
  - Conserve energy
- Support intergenerational equity

### Infrastructure

- Planning, replacement/renewal
- Assets and infrastructure "fit for purpose"
- Integrated infrastructure

## IS DELIVERED BY COUNCIL TOGETHER WITH PARTNERS:

Council Controlled Organisations

Community Boards and Committees

Tangata Whenua

Community leaders

Central Government

## THROUGH STRATEGIES, POLICIES, PLANS AND PARTNERSHIPS:

Long Term Plan

District Plan

Financial Strategy

Private Public Partnerships

Shared Services

Development Guides and Policies

Regional Transport Plans

## AND MONITORED BY:

Outcomes Monitoring Framework

Council's Business Plan Performance Indicators



## The 'Leisure and Wellbeing Strategy' includes the following strategies, plans and policies:

- Integrated Facilities Plan, including:
  - integrated local area planning
  - potential hubs of facilities
  - consideration of the geographic spread of facilities
  - Community halls and houses
- 'Active Recreation and Sport Strategy'
- Community development initiatives:
  - Children and Young People's Plan
  - 'Ageing Together Strategy'
  - settlement support
  - Safe City – includes Safer Hutt Valley initiative and Sale of Liquor Policy
- disability support
- Gambling Policy
- Social Housing/Housing Policy
- 'Go Outside and Play Strategy'
- 'Reserves Strategic Direction 2005'
- Heritage Policy
- 'Community Engagement Strategy'
- literacy, education and technology plans
- arts and culture plans
- Community Arts and Culture Policy

# STRATEGIC PRIORITIES AND OUTCOMES TO 2018

<b>VISION</b>	To make a better city every day by providing integrated community services which make a world class difference to the people of our city			
<b>PURPOSE</b>	<ul style="list-style-type: none"> <li>• Deliver the best core local government public services in New Zealand in the areas of libraries, museums, physical recreation, and community safety and connections</li> <li>• Work to renew and revitalise Hutt City’s network of community facilities</li> <li>• Improve the quality of life and wellbeing of those living in high deprivation communities starting in our Northern and Eastern suburbs</li> </ul>			
<b>OUTCOMES</b>	<p><b>Access</b></p> <p>More people engage with and use the services, programmes and facilities Council provide</p> <ul style="list-style-type: none"> <li>• People know what it is Council offers and what is available to them</li> <li>• People have free and open access to places for people and communities to come together</li> <li>• Library services and spaces offer people access to information, knowledge, technology and lifelong learning opportunities</li> <li>• Arts and cultural experiences and cultural development opportunities enrich, inspire and encourage creativity and wellbeing</li> <li>• Sport and physical recreational programmes and facilities encourage people from all walks of life to enjoy an active and healthy lifestyle</li> <li>• People have easy access to parks, playgrounds, gardens and sports grounds for formal and informal play and recreation activities</li> <li>• New revenue generated to put back into improving the services and facilities we provide</li> </ul>	<p><b>Choice</b></p> <p>Residents and visitors have a range of services, programmes and facilities that they want, understand and value</p> <ul style="list-style-type: none"> <li>• Our community’s priorities and what is important to them are clearly understood</li> <li>• Our services support and complement those offered by others</li> <li>• New technologies are used to deliver content and services anytime anywhere</li> <li>• People can use our services and facilities in a range of ways</li> </ul>	<p><b>Connect</b></p> <p>Council provides activities that help to build social capital</p> <ul style="list-style-type: none"> <li>• Relationships are built with and among individuals, groups and organisations</li> <li>• People connect with the services, programmes and facilities we provide</li> <li>• People have a broad range of opportunities to participate in sport, recreational, leisure, literacy, art and cultural activities</li> <li>• Programmes and environments support a Safe City</li> <li>• Community-led initiatives</li> <li>• Partnerships are mutually beneficial and align with our priorities</li> </ul>	<p><b>Talent</b></p> <p>Skills and confidence are built on through, nurturing innovation, aspiration, leadership and talent in our staff and communities</p> <ul style="list-style-type: none"> <li>• The wealth of knowledge and experience within communities is identified, and creative ways used to channel these into collective action to achieve the communities’ desired goals</li> <li>• Best practice is used and adapted where necessary to make it work for us</li> <li>• The potential of volunteers already working in and with communities is harnessed and connected with Council strategies eg, Community Trusts, HCC Boards and Committees, sports organisations</li> <li>• The capabilities of our staff are harnessed and developed to deliver the services desired by our communities.</li> </ul>

## STRATEGIC PRIORITIES AND OUTCOMES TO 2018 continued

INDICATORS OF OUR SUCCESS	<p>Increase in visit numbers</p> <p>Revenue is increased and reinvested</p> <p>At least one service is improved through reinvestment</p> <p>Satisfaction levels</p> <p>There is an increase in the number of first time users in the North East between ages of 0-10</p> <p>User numbers increase 3 per cent each year</p> <p>At least three barriers to participation in the North East are identified and eliminated</p> <p>There is approximately 25 hectares of parks and reserves per 1,000 people in the city</p> <p>At least 89 per cent of households have used or visited parks, reserves or gardens in the previous 12 months</p> <p>Playgrounds, parks and reserves are maintained to a high standard</p> <p>Sports fields meet the standard agreed with sports codes</p>	<p>Satisfaction levels</p> <p>Online visits and social media use</p> <p>Collections use</p> <p>Engagement levels</p> <p>Support for local events</p> <p>Number of channels for accessing services increases</p> <p>Numbers and types of events</p> <p>Numbers attending events</p>	<p>Number of successful funding applications</p> <p>Visitor numbers</p> <p>Satisfaction levels</p> <p>Joint projects delivered – at least two</p> <p>New partnerships established – at least two</p> <p>Resilient communities – Safe City indicators here</p> <p>Mayor’s Taskforce for Jobs</p>	<p>Success stories – number of press releases, interviews, community events</p> <p>Staff gaining qualifications and awards</p> <p>Staff engagement levels</p> <p>Retention of quality staff</p>

# DELIVERING THE STRATEGY

**Outcome 1:** Deliver the best core local government public services in New Zealand in the areas of libraries, museums, physical recreation, and community safety and connections

**Targets 2018:**

- Council is in top 10 per cent when benchmarked against similar providers
- Innovative programmes and services developed by Council staff are adopted by other organisations
- Customer Satisfaction, Perception of Safety, and Staff Engagement results trending up
- Cost per rate payer for key services equal to or less than current
- Target 3.5 million 'visitors' by 2018 – across all services
- Revenue generated meets or exceeds revenue targets

**Outcome 2:** Work to renew and revitalise Hutt City's network of community facilities

**Targets 2018:**

- Integrated delivery models will be 'business as usual'
- Scoping for development of a Community Hub in Stokes Valley will be complete
- Taita's Sport and Community Centre will be operational
- Fraser Park Sportsville will be in final stage of completion
- Complete the refurbishments of Avalon Park and Riddiford Park
- Cycling and walking opportunities greatly improved

**Outcome 3:** Improve the quality of life and wellbeing of those living in high deprivation communities starting in our Northern and Eastern suburbs

There are two streams to the work in this area.

1. Support and facilitate the work of the external agency group – NEMI
2. The work we do as Community Services Group which focuses on our core strengths but in a targeted way in the North East

**Targets 2018:**

- Every child (primary, intermediate age) in the North East wards attends at least annually, one programme delivered by Leisure Active; Libraries; and Museums  
TBC in alignment with NEMI targets still under development.



making our city a great place to live, work and play