



STRATEGIC PLAN 2018-2021





INTRODUCTION

A bold vision for Hutt City will see our communities thrive, our economy grow and our city become a place where residents are proud to live, work and play. This is an aspirational, ambitious and achievable goal for our city that requires evolutionary change in a number of areas.

The Hutt City Community Facilities Trust's (CFT) focus is the public infrastructure that our residents rely on for sporting, recreational and leisure pursuits, community connection, social or educational services or to be a communal meeting place. We've been granted a rare opportunity to play a role in rejuvenating Hutt City's stock of community facilities, many of which are old, tired and no longer fit for purpose. We are up for the challenge.

Our goal is to play a strategic role in delivering new community facilities that support the vision for Hutt City. We're a team of dedicated, local business and community leaders who are passionate about seeing Hutt City develop and improve.

Since inception in 12/13 we have completed, or are now building, five major projects including the Walter Nash Centre, the Fraser Park artificial turfs in Avalon, the Wellington Regional Bowls Centre in Naenae and the Koraunui Community Hub in Stokes Valley. The latest, largest project is the Ricoh Sports Centre now under construction at Fraser Park. Council has signalled that more projects will be transferred to the CFT for development and management as community needs are identified and defined.

Moreover we have worked hard to develop our capacity as a group, building up our human resource and knowledge

base, developing relationships with Council and other key stakeholders, talking to community groups, and establishing our systems and processes.

As part of this continuing development I am pleased to share our strategic plan which is a companion document to our Annual Report, Statement of Intent and Memorandum of Understanding which was signed with Council in 2013.

The Trust must also acknowledge and recognise the Hutt City Council's Long Term Plan and the Integrated Community Facilities Plan. These cornerstone documents provide a compass reference for us and a blueprint that will shape our future direction.

Hutt City Council's 2018 Annual Plan confirms its commitment to rejuvenating the city and its facilities and entrusts the CFT with the job of delivering several critical community infrastructure projects over the next 20 years.

By working collaboratively with community and Council, the CFT is determined to deliver on our vision.

Kirsten Patterson

Chairperson

Hutt City Community Facilities Trust

VISION STATEMENT

“To develop and maintain world class community facilities that contribute to Hutt City being a great place to live, work and play”

MISSION

“Our venues will be enriching and accessible; we will advance the social, cultural and recreational well-being of residents and visitors to our city and our region, and be the trusted stewards of community assets”

PRIMARY OBJECTIVE

The Trust was established by Hutt City Council (HCC) as a Council Controlled Organisation to promote, develop, own, operate, and maintain recreational, leisure, and community facilities in Hutt City.

SPECIFIC CHARITABLE PURPOSES

The Trust Deed has a range of charitable objectives designed to promote the health and wellbeing of Hutt City's communities. These objectives are to:

- Promote, operate, develop, and maintain community facilities in Hutt City through the management of the interests and rights relating to these facilities.
- Assist with attracting fundraising from the community and philanthropic organisations for the development of high quality community facilities.

- Provide strategic planning, in partnership with HCC, in relation to the ongoing development and administration of community facilities in Hutt City.
- Provide high quality amenities which attract and engage, promoting the health and well-being of residents of, and visitors to, Hutt City.
- Practice prudent commercial administration of high quality community, recreation, and leisure facilities, with a view that they will be financially sustainable.



ALIGNMENT WITH HUTT CITY COUNCIL LONG TERM PLAN AND STRATEGIC VISION

As a Council Controlled Organisation it is vital that the CFT aligns its strategic plan with that of its shareholder. The Council has announced a clear vision for Hutt City as part of its Annual Plan and Long Term Plan. Council seeks to create a lively, vibrant city that is family and business friendly. A city that boasts world class community facilities that are cherished and valued by residents and visitors, alike.

“VISION FOR THE CITY

We have a vision for this city's future. Our vision is that Hutt City will be a great place to live, work and play. This means:

What

We want Hutt City to be a great place to live, work and play. That is, a city that our people are proud to live in, where working and investing here is a smart choice, and where there's always something for our families to explore.

Why

Our vision document recognises the distinctive communities that make up Hutt City and outlines the needs and opportunities in each area. We aim to build on our great foundations and create a wonderful city that is attractive for residents, visitors and businesses.

How

Four key strategies have been developed to help us achieve our Vision:

- Leisure and Wellbeing Strategy 2012-2032
- Urban Growth Strategy 2012-2032
- Environmental Sustainability Strategy 2015-2045
- Infrastructure Strategy 2015-2045”

– HCC Long Term Plan 2018-2028



COUNCIL'S STRATEGIES TO ACHIEVE THE VISION

In the Long Term Plan the CFT has identified Council strategies which the Trust can support, develop and ultimately act as the delivery agency or strategic partner.

“Outcome 1: Deliver the best core local government public services in New Zealand in the areas of libraries, museums, community hubs, aquatics, physical recreation, and community relationships and partnerships.

Outcome 2: Deliver world-class community facilities.”

– HCC Long Term Plan 2018-2028



INTEGRATED COMMUNITY FACILITIES PLAN

After a stocktake and review of the community facilities in Hutt City, Council consulted with the community around the future provisioning of public infrastructure in the Hutt. The resulting Long Term Integrated Community Facilities Plan endorsed the concept of hubbing – essentially advocating for flexible, multi-purpose, multi-use facilities which may provide a variety of diverse services. The plan identified the CFT as the prime delivery agent for new community facilities.

Integration and rationalisation are the two main principles behind this plan. However we are also strongly focused on our communities' own very particular needs, future-proofing, responsible funding and building strong healthy communities. In particular, building up communities in higher deprivation areas is an important principle.

Council plans to redevelop many of our facilities over the next 30 years with a particular focus on recreation and community facility 'hubs'. By combining facilities into hubs, Council can update and modernise its facilities more efficiently and at less cost, 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 Lower Hutt will be at the forefront of other modern cities in committing to this approach.

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

– *Long Term Integrated Community Facilities Plan (2015)*

CFT STRATEGIC DIRECTION

The CFT has adopted a strategic framework that specifies the outcomes that the Board is looking to achieve from the Trust's activities.

The framework covers the planning, development and construction phases of facility projects, the ongoing stewardship of these assets, the experiences derived from the use of these assets, and the economic benefits that may be derived by the city or region as a result of the asset.

Strategy	Transformation	Outcome	CFT Outcome Contribution (Output)
Create a strong, inclusive and equitable society	Radically improve the quality of urban living	A fair, safe and equitable society	Provide a diverse range and spread of facilities that cater for all ages, gender and ethnicity Foster and support Sportsvilles. Design and construct facilities that are accessible for all
Develop an economy that delivers the opportunity of prosperity for Hutt residents	A measurable increase in the standard of living Greater prospects for children and young people	A more prosperous city	Provide facilities which can host events and competitions that generate economic activity Develop facilities that attract partnership investment Create employment opportunities through facility management and support services Wherever practical employ Hutt associated businesses in the facility planning, construction and management phases
Plan, deliver and maintain quality community infrastructure to make Hutt City more liveable	Iconic, world class facilities and amenities established	A more active, engaged and connected community	Act as advocate for new facilities Responsibility as delivery agent for new facilities, including planning, fundraising, design, project management and custodial ownership Ensure facilities are properly run and maintained
Sustainable energy policies and practices	Energy conservation and environmentally friendly practices become established norms	More use of renewable and sustainable products. Less waste and energy use measured	Adopt practical green principles into design philosophy Stipulate usage of sustainable and renewable materials during construction Incorporate practical solutions to mitigate ongoing OPEX costs such as energy and water usage Reuse and recycle where possible
Enable Māori aspirations through the Treaty of Waitangi	Support sustainable development of Māori outcomes, leadership and community partnerships	Enhance the social and cultural wellbeing of Hutt City	Consult meaningfully with tangata whenua Engage in partnerships wherever possible

CFT PROJECTS AND PERFORMANCE MEASURES

The following facility developments are being actively pursued by the CFT. They are at various stages of development but represent “active” projects, insofar as HCC has allocated capital funding as part of its Annual Plan.

The Trust is also working informally with a number of other sporting organisations, community groups, Sportsville collectives and key stakeholders.

Project	Status	Timeframe	Finance	Users	Measure
Walter Nash Centre Stage 2	The redevelopment of the site is now complete. A second stage renovation of the old Walter Nash stadium is now being investigated	Renovation of the north end of the old Walter Nash to be completed by June 2019	To be determined. The work to be funded from LTMF and a tenant contribution	Individuals and community organisations	The renovation project is delivered within budget Completed within timeframe to specification
Ricoh Sports Centre, Fraser Park	Now under construction	Complete by December 2018	\$13.1m of finance is raised from HCC and others	Sports teams	The building is completed on time and at or below the project cost of 13.1m
Fraser Park stage 2 B, the design and construction of a suitable building for gym-sports	The project is a concept design only	Completed by 30 June 2020	Estimated cost \$3m \$2m Council funded \$1m raised by CFT	Sports teams and individuals	The fundraising targets are met and the project built by June 30 2020
Naenae Community Hub	The project is at the pre-design stage	Completed by 30 June 2021	Estimated cost \$7.7m 100% funded by Council	Individuals and the community	CFT provides high level governance only
Fraser Park Stage 3, the new hockey artificial turf and upgraded rugby turf	This phase is at the planning stage only	Completed in 2021/22 year subject to available funding	Estimated at approximately \$3m. Funding to be provided by the codes	Sports teams	The turfs are built and upgraded within the agreed budget and to the agreed standard
Hutt Valley Tennis at Mitchell Park	Planning stage	No completion date has been agreed	Estimated cost \$1m. Funding to be provided/raised by the club. CFT role to assist with project management only	Local tennis players	The restored clubrooms are built within the timeframe and budget set by the club
CFT Sportsville Wainuiomata	Planning and community consultation	Completed by 30 June 2020	Estimated at \$5.5m with \$4.5 million granted by Council	Sports teams, individuals and the community	The fundraising targets are met and the project built by June 30 2020

ASSET MANAGEMENT

Project	Status	Timeframe	Finance	Users	Measure
Walter Nash Centre	The project is completed and tenanted. The property is managed by CFT	Ongoing	Rental revenue is sufficient to maintain the building	HV netball and the community	The building is insured and maintenance is carried out on time and within budget
Fraser Park stage 1, the artificial turfs	The turfs were completed in 2015 and are now leased to FPS	Ongoing	Rental income only, no capital required	Sports teams and Fraser Park Sportsville members	The building is insured and rental income and funding targets for long term maintenance funds are achieved
The Regional Bowls Centre – Naenae	The project is completed and tenanted. The property is managed by CFT	Ongoing	Rental revenue is sufficient to maintain the building	Bowlers and the community	The building is insured and maintenance is carried out on time and within budget
The Koraunui Stokes Valley Community Hub	The project is completed and tenanted	Ongoing	Rental revenue is sufficient to insure the building. Maintenance is an HCC responsibility	Stokes Valley residents and visitors	The building is insured



OUR KEY STAKEHOLDERS AND PARTNERS

We are committed to working in partnership with our key stakeholders which include:

Hutt City Council, our communities, funding trusts, corporate sponsors, New Zealand Lotteries, Sportsvilles, sporting clubs and other related community organisations.



ORGANISATIONAL STRUCTURE AND OPERATIONAL MODEL

The Hutt City Community Facilities Trust was established by the Hutt City Council in August 2012. It is a charitable trust established under the Charitable Trusts Act (1957). Trustees are appointed by Council and include a Councillor representative.

THE CFT BOARD

The current Board of Trustees are:

- Kirsten Patterson (Chair)
- David Butler
- Max Flowers
- Jessica Andrew
- Phil Gibbons
- Matt Claridge, and
- Margaret Cousins (Councillor)

TRUST STAFFING:

The Trust is supported by a small team of three staff, a General Manager, Property/ Maintenance Manager and a Community Fundraiser. HCC provides the Trust with administrative support services (including HR, Finance, IT) and office space. The Trust manages each facility project separately, contracting in specialist project management and other resources as required. This keeps overhead costs low and ensures the Trust is cost effective.



APPROACH TO GOVERNANCE

The goal of the CFT is to operate in accordance with best practice statements produced by the Institute of Directors in New Zealand Inc. The Trust will use its best endeavours to act consistently with shareholder expectations as reflected in the Memorandum of Understanding signed between the CFT and HCC in 2013.

In order to be a successful entity we must do the following:

1. The trustees must, first and foremost, exercise their fiduciary duty and responsibilities to act in accordance with the charitable purposes articulated in the CFT trust deed.
2. We must operate an efficient and effective operational model, ensuring good value is demonstrated to our shareholder.
3. We will act in a consistent manner, and in a way that is aligned with our strategic plan and that of Hutt City Council.
4. We will adopt, in our relationship with Council, ways of working that reflect Council and CFT are partners in the delivery of shared outcomes. This includes:
 - a) A commitment to collaboration
 - b) A commitment to openness and transparency
 - c) Adherence to a “no surprises” policy
 - d) Engagement with other key agencies to ensure a coordinated approach
5. We must be a good employer. This includes fulfilling our obligations under schedule 7 of the Local Government Act (2002), providing a good, safe working environment for our staff, building capability, measuring performance and actively engaging with our people.
6. We must be fiscally aware, prudent and resourceful.
7. We must exhibit a sense of social, cultural and environmental responsibility but having regard for the community that we serve.
8. We will contribute to Hutt City Council’s commitment to Māori under the terms of their partnership agreement.







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