



TE MANAWA SERVICES
a space for the heart



Social Service Facilities

Community Facility Strategy Sub-Plan

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Action Plan

This Action Plan summarises the key parts of the Social Service Facilities Sub-Plan – the key issues and opportunities, the objectives and the actions. The main body provides the details of this plan.

Key issues and opportunities

Provision	Levels of Service	Management & Monitoring
<ul style="list-style-type: none"> There is limited provision of social services in villages. Decisions to reinvest in some existing or future facility developments are required to meet the required provision. 	<ul style="list-style-type: none"> Care must be taken to ensure the appropriate type of facilities can cater for the right type of services. Transport and accessibility issues. A one-stop-shop for social service provision creates efficiencies but this needs to take into account the specific community-level delivery of the service. 	<ul style="list-style-type: none"> Monitored in terms of usage demand and type to plan for the changing needs. Regular maintenance/inspections. Greater collaboration between agencies' in the delivery of services and sharing of ideas.

Key objectives

Provision	Levels of Service	Management & Monitoring
Appropriate, accessible and equitable location and distribution of social service facilities across the district to support community needs.	Appropriate facilities that are fit for purpose, safe, accessible and meet legal standards. Investigate the ability for halls to act as social service hubs for village communities.	Customer-focused planning of facilities that is value for money, affordable and accessible for the community.

Operational Actions

Key Action	Partners	Cost (est.)	Timeframe
1. Continue facility provision and support for Te Manawa Family Services.	Te Manawa Family Services & Council	TBC	2020 onwards
2. Regular building condition assessments completed for health, safety and legal requirements.	Council	TBC	2020 onwards
3. Apply the Policy Guidance when making day-to-day recommendations on the provision of social service facilities across the network (refer to the Community Toolbox for the Policy Guidance specific to Social Services).	Council	No Cost	2021-2031
4. Develop an annual survey to understand trend in the type of users, what needs, issues or barriers, satisfaction with existing spaces and how social service facilities could best be delivered.	Key Stakeholders & Council	No Cost	2020 onwards
5. Ensure a forward programme of works informs the 2021–2031 Ten Year Plan for social service facilities.	Council	No Cost	2021-2031
6. The Community Development Strategy's Wellbeing Framework has been considered in decision making process and implementation.	Council	No Cost	2021-2031

Investment Projects

Key Action	Partners	Cost (est.)	Timeframe
7. Develop a resourced programme of improvement for social service facilities to improve asset knowledge and asset management sophistication. This will contribute to and support sound asset planning and maintenance programmes.	Council	TBC	2021-2031

8. Investigate Community House service provision and its fit within the proposed library redevelopment or alternative facility.	Council	No Cost	2021-2031
9. Divestment of Community House, as stated in the 2018 - 2028 Long Term Plan.	Council	TBC	2020-2021
10. Investigate services for Information Centre or other social service provider, such as the library, to deliver community information such as emergency preparation and the SINCOSS directory.	Key Stakeholders & Council	TBC	2020-2021
11. Undertake an exercise to work with communities, particularly community committees, to understand how social service deliveries can be provided in Community Hall facilities to meet gap provision in villages.	Community Committees & Council	No Cost	2021-2031
12. Undertake an assessment of accessibility of each building against access/ legal requirements criteria, and remedy any shortfall to ensure physical access and appropriate spaces are provided in every social service facility.	Council	TBC	2020-2021
13. Identify key stakeholders and partnership opportunities to help deliver on specific actions specified in this plan. Including financial, skill and resource inputs for support.	Council	No Cost	2020-2021
14. Undertake a Needs Assessment on a one stop shop facility for Social Service provision in Feilding.	Council	TBC	2021-2022



1. Introduction

Manawatū District Council¹ (the Council) provides social service facilities to support places for people to go to feel a sense of belonging, receive support without barriers and provide aid or resources to improve their unique contribution in the community. As such, Council retains ownership of property that will facilitate connections and support for all people, regardless of their ability or the vulnerabilities they may face. Council plays a role in provision, but these facilities are often supported both by community-run services and other community-owned buildings. Many facilities are administered by external organisations, trusts and aided by volunteers.

The future of some social service facilities is in question, with the Feilding Civic Centre requiring significant investment to extend the life of the building.. Community House and the property at 31 Grey Street are also marked for future disposal. As such, future investment in social service facilities will likely be required and developed in a way that remains closely connected to the community it serves.

Specifically, the contribution that social service facilities make to the Community Facilities Strategy Vision aims to:

'Provide social service facilities that deliver a community service or offer a place for any person to go and feel a part of a community'.



¹ Council have a role under the direction of the Local Government Act 2002, to “meet the current and future needs of their communities for good-quality local infrastructure, local public services, and performance of regulatory functions” (Section 3(d)).

2. Goals

To achieve this aim for the Social Service Facilities Sub-Plan, social service facilities will:

- be understood as to **why Council provides them** and the **priority actions** across the network to achieve the 30-year vision. Through this, Council can effectively plan and budget for developments well in advance.
- be **safe, suitable and inclusive spaces** that reflect the Manawatū community's diverse identity and meet community needs, particularly relating to Te Whare Tapu Whā (wellbeing).
- be **located** in and **accessible** for all users and abilities.
- be **well known** by the community as a place for people to go when they are in need.
- create places that **strengthen cohesive and resilient communities** by empowering and supporting community-led opportunities and outcomes.
- be in a condition that meets community expectations (physically safe and legal standards).
- have a network that is considered in a **sustainable way**.
- be supported through **partnerships and collaborative opportunities** with key agencies.

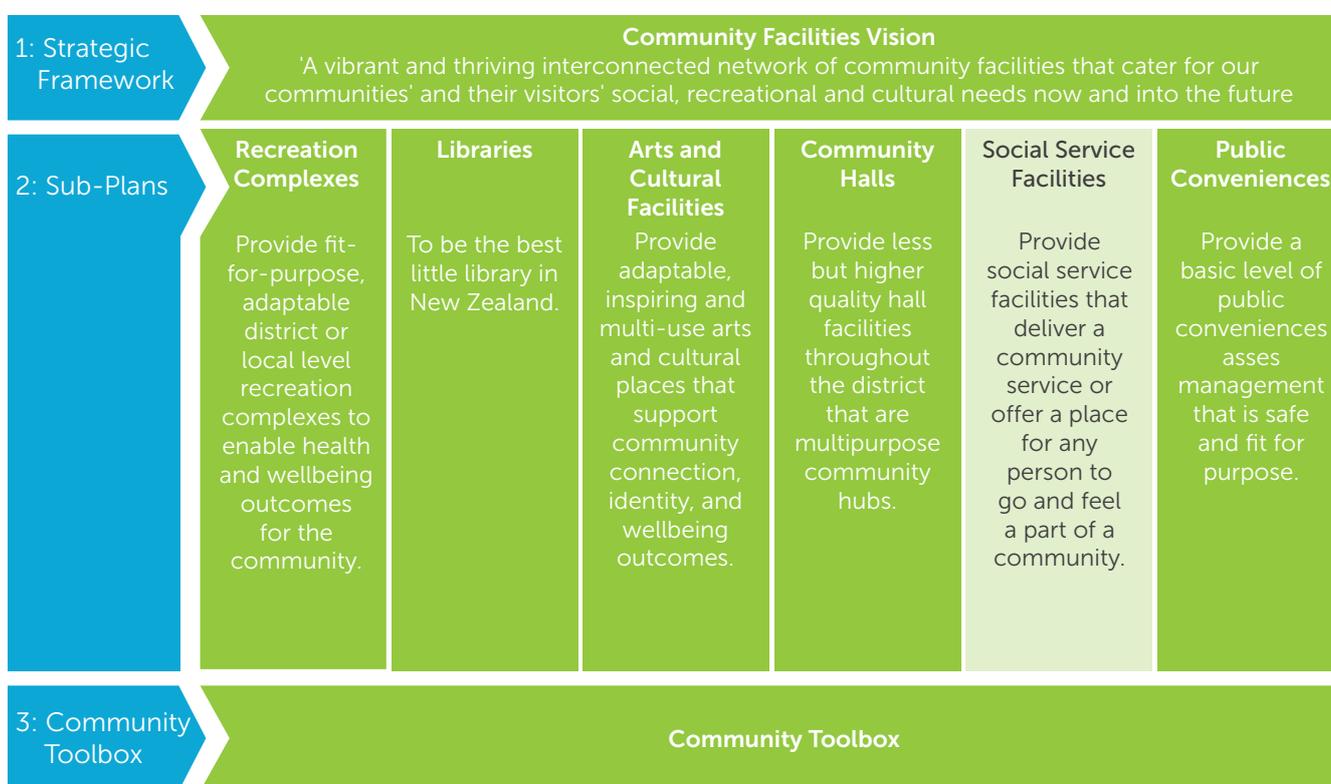


3. How this Sub-Plan Fits

This Social Service Facilities Sub-Plan is one of six created as part of the Community Facilities Strategy. The sub-plans are guided by the Strategic Framework and are supported through the Community Toolbox².

This Sub-Plan is a way for Council and the community to understand the social service facilities network and how it is intended for development over the next 30 years. It will assist Council to make decisions on planning social service facilities provision and distribution.

While the Social Service Facility Sub-Plan deals with physical community facilities provision and distribution, the Manawatū District Council Community Development Strategy provides the strategic way forward for delivering community development and social service outcomes. The two documents complement and support each other to achieve the vision and outcomes for social services throughout the Manawatū community.



² Provides decision-making guidelines and other background information that inform the key priorities and actions in this Sub-Plan.

4. Scope

The Social Service Facilities Network has been broken into three tiers³ (Table 1). The scope this Sub-Plan primarily relates to is 'Tier 1' social service facilities that provide spaces for local community members to go and feel a sense of belonging. Tier 2 and 3 facilities are included to capture the wide range of facilities and organisations that contribute to the network as a whole and support social service provision and distribution in the district.

Table 1 - Tiers for social service facilities

Tier 1	Council owned social service facilities (including land) for public use for example Te Manawa.	Council owned
Tier 2	Council have a vested interest and/or there is a potential future risk that Council may contribute greater financial assistance to the facility for example Information Centre.	Council vested interest
Tier 3	Social service facilities owned by another organisation for example Manawatū Community Trust.	No Council vested interest

Buildings that are located on private land or are associated with activities outside of Council jurisdiction, such as independent social service agency facilities, sit outside the scope of this plan with regards to management and direct decision-making influence.

5. Current Social Service Network Provision and Distribution

Fit for purpose

The type and location of social service facilities within the network will impact people's ability to access the opportunities and benefits these buildings provide such as safe and supportive places to go. Gaps in provision create unequal access to opportunities and too many complexes are an inefficient use of public money and unaffordable for the community. Therefore, the network needs to provide a sufficient number and appropriate quality of social service facilities for current and future community needs.

Demand

The demand for social service facilities is driven by a range of factors including but not limited to:

- a lack of housing and provision of emergency housing creating more transient communities
- an increase in mental illnesses and drug addiction issues
- changing economic climate such as employment opportunities.

³ Facilities identified within the three tiers can use the Strategy and Investment Framework to make decisions on recreation complexes provision and distribution.

Provision

There is currently sufficient social service facilities provision within Feilding. Appropriate social service provision is not set up well in the district's villages or rural areas.

Feilding provides social service facilities both for community run and government organisation. Many of these organisations are charitable, not-for-profit or government-funded services that rely on continued support from funding agencies such as Council to run or house their services. For example, Te Manawa Family Services and the Social Issues Network Council of Social Services Manawatū (SINCOSS) are both housed in Council owned buildings. They provide social services for problems facing local people. Some government led organisations such as Work and Income New Zealand (WINZ) and Literacy Aotearoa are also situated in Feilding which provide official service provision for, finding work, receiving government support or getting a driver's licence.

The district does not have a citizen's bureau to turn to for advice and community run organisations such as SINCOSS, (currently run out of community house) provide face-to-face services for local people.

Table 2 identifies the current network provision which has been split into the three tiers (as explained in Section 4). These have been categorised into three hierarchies (high, medium and low profiles) that identify the nature of facilities within a specific tier (see Section 6 for more detail).

Table 2 - Social service facilities network (tier and hierarchy)

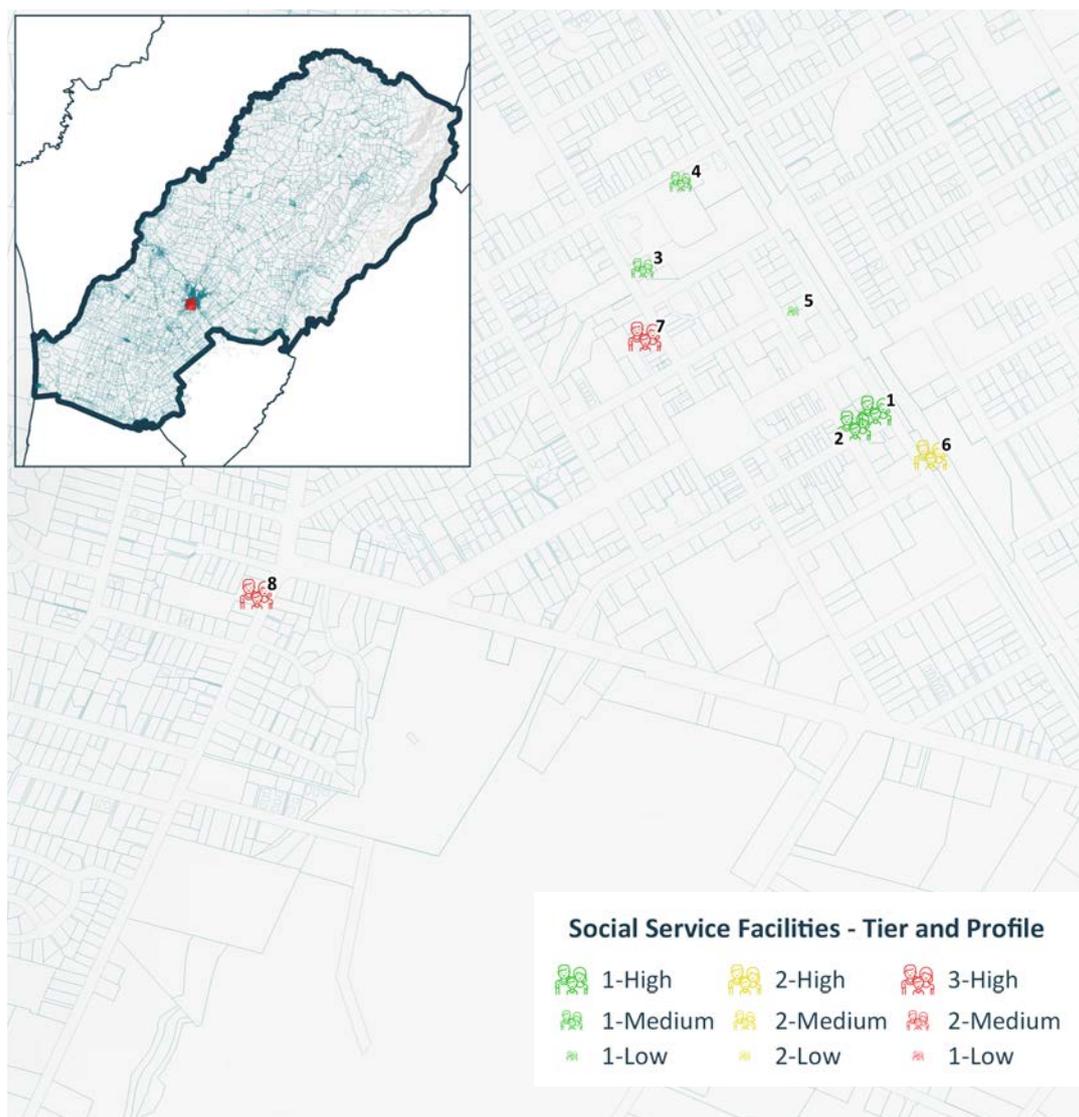
Social Service Facilities Network	High Profile	Medium Profile	Low Profile
Tier 1	<ul style="list-style-type: none"> Te Manawa Family Services 117 Fergusson Street Manchester House 68 Aorangi Street, Feilding 	<ul style="list-style-type: none"> Community House 131 Manchester Street Council House (Bhutanese Society) 31 Grey Street 	<ul style="list-style-type: none"> Feilding Civic Centre – Cedar Room Manchester House Social Services Storage (10 Eyre Street) Community Halls
Tier 2	<ul style="list-style-type: none"> Information Centre/ Feilding Railway Station 		<ul style="list-style-type: none"> Community Halls
Tier 3	<ul style="list-style-type: none"> Manawatū Community Trust (100 Awahuri Feilding Road) WINZ - Feilding Health Point 	<ul style="list-style-type: none"> Churches Schools Marae 	<ul style="list-style-type: none"> Community Gardens Community Halls

Distribution

There is sufficient spatial distribution of social service facilities within Feilding. There is currently insufficient distribution of social service facilities across the village and rural areas, however, this gap is rather a lack of social services and outreach and resources than a lack of appropriate facilities to house social services. For example, community halls, schools and marae provide space that some social services could be placed.

There are a range of factors that can contribute to adequate social service provision and distribution including funding and costs, volunteer decline and transportation options.

Figure 1 - Distribution of Social Service Facilities



#no	Tier	Profile	Valuation	Name
1	1	High	14101/18900	Manchester House
2	1	High	14101/19000	Te Manawa Family Services
3	1	Medium	14101/04400	Community House
4	1	Medium	14101/04500C	Council House (Grey Street)
5	1	Low	14101/07200	Feilding Civic Centre - Cedar Room
6	2	High	99939/01600	Information Centre

6. Hierarchy of Social Service Facilities

The hierarchy of social service facilities guides Council’s decisions around the appropriate level of planning, operation and investment for social service facilities throughout the district. For example, the right type and quality of the facility for its location. The high, medium and low facility profiles detailed in Table 3 help explain the nature of facilities within each tier group (as identified in Table 2). Attachment 1 of this Sub- Plan provides the criteria for each hierarchy profile. In this way, Council and community can easily understand the expectations to be met for a given facility.

Both the Hierarchy Profiles and Attachment 1 criteria help to categorise current and future provision and distribution of a range of different recreation complexes.

Table 3 - Nature of categorising hierarchy of facilities

High Profile	Medium Profile	Low Profile
High-profile social service facilities are open every working day. It will likely have paid and potentially qualified staff. It may require referrals and cost to visit this facility for relying heavily on external funding to operate. It will have a formal governance structure i.e. a Trust or Incorporated Society. The facility will likely house a specific service for a particular purpose.	Medium profile social service facilities will be open at least once a week and provide a drop-in or by appointment service provision. The facility could be a flexible multi-use space for community meetings, drop-in sessions. It will likely be operated by volunteers but may have a paid staff member. The services may be free or have a small cost.	Low profile social service facilities will only be open by appointment. It will likely be operated by volunteers or community organisations. The facility could be a flexible multi-use space for community meetings, drop-in sessions or other general community use space. In some instances, Community Halls may provide this space.



7. Key Issues and Opportunities for Social Service Facilities

The issues and opportunities presented in this section have shaped the outcomes for this Sub-Plan including the Actions and Objectives specific to this facility group. This section has been informed and developed following ongoing discussion with relevant Council staff members, an online public survey, key stakeholder interviews, document analysis and online research.

Provision and Distribution

Gap in the network if some facilities go

There is **uncertainty around the future of some social service facilities** such as the Feilding Civic Centre and Community House. Decisions to divest would result in a gap in the supply of Council-owned provision. Investment to fill the gap would be required through upgrading alternative facilities for community meetings and some local social services.

Uncertainty around a building's future can impact the continued service of some social services provision

Social services are closely aligned and reliant on a facility to provide their services. For example, providing a 'walk-in' service is of value to the community. Uncertainty around a building's future can be an issue for the continued longevity of a service such as Community House that is identified for disposal. Provision for these types of more casual drop-in services should be provided elsewhere.

Localised level to provide the greatest reach and benefits

Social services are often provided at a localised level to give the greatest reach and benefits to the community. Drivers such as **market rental demands, building code compliance, the volunteer nature or changes to staffing can impact the ability for social service facilities to provide the right services** in the best location to meet the needs of the community.

Centralised programmes may reduce the demand for social service facilities

Centralised programmes impact the ability for agencies to provide the right level of social service to those most vulnerable members of society. For example, if a services contact time is offered once a week, instead of everyday, the demand for that facility may be reduced and the building is not used to its full potential as a community facility. In addition, changing staff or limited opening hours as a result of decentralisation may be a barrier for some more vulnerable community members seeking help.

Many services cost or require prior booking, often with long waiting lists

There are a number of social service providers, however, many services cost or require an appointment, often with long waiting lists. This is a **significant barrier for those who may need immediate help**. There is a need in the community to maintain a more casual drop-in service in a central, accessible and discrete location. Further opportunities to facilitate community connections may be provided through facilities joined to non-built environments such as a community garden.

Lack of social service facilities' provision in the villages and rural areas

There is a lack of social service facilities provision in the district villages, for example, Sanson and Rongotea do not have outreach services from Te Manawa Family Services. Through adaptable reuse, there is an **opportunity to use Community Hall's or other existing Council buildings to provide social services to these more isolated areas**.

Increased evidence of mental health and wellbeing

There is a general trend of greater mental health issues within those communities that rely on social service facilities to help in times of need. However, it is difficult to get people to seek help in these areas. Some social services and their facilities should **respond to the changing need by greater physical profiles within the town**. Others, however, should remain discrete for those who value privacy.

More transient communities

More transient communities appear to be using social services, particularly in relation to the housing crisis and emergency housing. As such, **people are not gaining the full benefit of a programme which a social service may provide**, such as Te Manawa Family Services, as they move on to new places.

Limited youth spaces to grow and develop life skills

Limited youth spaces have been identified within the District. This does not necessarily just relate to physical activities but places to support youth in their health, wellbeing and future career needs. There is an opportunity for social service facilities to provide places that embody the Child & Youth Wellbeing Strategy Framework's six outcomes (Central Government).

Ageing population social service provision is sufficient but could be enhanced

With an ageing population, facilities that provide services to older people are increasingly important, particularly around **issues of isolation, remaining independent and mobile**. Generally, older people are satisfied that there is adequate service provision for them, however, there is an opportunity to review and ensure access to social service provision is enhanced through physical accessibility (car parking, etc) as well as an opportunity to inform public on what is available (outreach and support services).

Service providers outside the district

National funding contracts have restricted the outreach of service agencies in the Manawatū District. For example, services may be located in Palmerston North, outside the reach of some people from the Manawatū to access. This has been identified in the health sector relating to the provision of medical care, however, it is also relevant for **mental health and wellbeing community needs**. If social service facilities are well equip and facilitated, there is greater opportunity to provide programmes in these areas.

Levels of Service

Social service and wellness provision have moved towards a one-stop shop or central points of contact to share and integrate services

Social service and wellness provision have moved towards a one-stop shop or central points of contact to share and integrate services. This provides greater efficiencies and less replication of services; however, it can also change the nature of the service delivery. **Care must be taken to ensure appropriate type of facilities can cater for the right type of services**. For example, Te Manawa has specific requirements in the building to keep staff and customers safe, while the services provided at Community House create a welcoming and accessible, non-judgemental environment for people to connect and be cared for. The same should be provided in any future development decisions.

Growing trend of online engagement

With the growing trend of online engagement, there is an **opportunity to provide some level of online social service interaction**. This would reduce the demand for drop-in facilities; however, face-to-face services should not be diminished but could support social service facilities to deliver programmes.

Reliance of volunteer aid for social services

Some social services are run through volunteers. With a decrease in volunteer trends nationally, future reliance on this labour resource may be a risk. There are, however, **opportunities to partner with local agencies to facilitate volunteer programmes** for people looking for work experience or older people who have valuable life experiences to help run social service facilities.

Social service facilities as resilience hub for community information

With **increased uncertainties, such as potential civil defence emergencies or increased housing shortages and evidence of addiction abuse**, there are many more people who express worry and anxiety as to how to deal with an incident. Social service facilities can provide a place to go to seek information and help. The need to build a resilience and wellness within the community continues to grow. For example, the information centre could provide this service.

Ageing populations

An increase in population, as well as an ageing population, requires **facilities to provide access and enough space⁴ for projected population growth.**

Public transportation issues

There is limited public transport both in Feilding and the wider villages. This is an issue for accessing social services and their facilities. **Active transport or other mechanisms such as community car-pooling or transport programmes** for getting to and from social service facilities need to be provided.

Consolidate and partner with some agencies/ facilities

Partnerships and consolidating some service provision into existing or proposed new facility developments **take pressure off resourcing, reduce maintenance and upkeep demands** as well as governance and operation cost for single-use buildings. For example, Community House is earmarked for disposal and could be incorporated into the proposed library redevelopment or the development of the Tote Building. This would need further investigation into the best facility to house the unique services of Community House.

Management & Monitoring

Collaborate between agencies

There is an opportunity to collaborate between agencies such as Council Staff and Community **to ensure the staffing, resourcing and facility can be maintained in a sustainable way.** This may include systems to provide up-to-date information sharing to better collaborate around facilities and service provision.

Collaborate with Māori agencies to ensure provision meets the expected level of care

Māori agencies are provided and staffed in Feilding for services, such as at Health Point Feilding. A disconnect between Māori and English social service providers has been identified. There is a need to collaborate to ensure provision meets the expected level of care that the community needs, including **breaking down barriers of isolation, communication and understanding different world views.**

Greater alliance and collaboration between the social service providing agencies

There is a lack of communication between some social service agencies. There is an opportunity for greater alliance and collaboration between the social service providing agencies to move out of working in silos. Facilities that **enable networking, greater cohesion and relationship building** is crucial to provide sustainable social services and the facilities that house them. The intended outcome is to come together towards a shared sense of belonging and support for all community members. This should be extended to social service provision in the district's villages.

⁴the issue of size only refers to the Feilding township.

8. Objectives

Objectives are set in concrete statements that help to achieve goals. The goals listed direct the future of social service facilities and the objectives provide the tangible measure of progress to address the issues and opportunities discussed, in order to reach the goals and achieve the vision of the Strategy.

Provision

- a. Any investment decision to the social service network will fill a gap in provision that is appropriate and equitable.
- b. The placement of new or upgrade to existing social service facilities will support existing or future community activity needs.
- c. The right social service facilities are located in the right place for those who need them.
- d. Social service facilities will provide the right type of spaces, for an identified community need, that complement and do not conflict with existing other services provided within a facility.
- e. The social service facility is available for all members of the community to access regardless of socio-economic status, interests or physical and intellectual abilities.

Levels of Service

- a. The network of social service facilities is the right quality for their location and meet community expectations.
- b. The network of social service facilities provides a range of community spaces that are welcoming and healthy, where people feel comfortable and included.
- c. The network of social service facilities are safe, accessible and meet legal standards.
- d. Social service facilities are developed with environmental, social and cultural consideration.

Management & Monitoring

- a. A maintenance and inspections process and monitoring of the building's quality is in place for social service facilities.
- b. Customer-focused planning of social service facilities is implemented.
- c. Social service facilities are value for money and affordable for the community.
- d. Social service facilities are provided based on robust information, balanced and transparent decision making.
- e. Social service facilities seek solutions for increased effectiveness, collaboration, flexibility and adaptive future use to meet the changing community needs.
- f. Social service facilities are sustained through well planned, proactive, financial forecasting and operate with environmental stewardship.
- g. Planning and provision will be streamlined and standardised for simplification purposes and transparency.

- h. Partnership and community organisations will commit to aspects of this Social Service Plan to help deliver and achieve the goals and vision of the Strategy.
- i. The Community Development Strategy's Wellbeing Framework will be a key in the decision-making process and implementation of this Plan.

Note: all objectives are bound by the timeframe of this strategy which is 30 years unless specified otherwise.

9. Decision Making Approach for Social Service Facilities

The following approach should be taken to determining the future of recreation complexes across the Manawatū network.

- Apply the Investment Framework, including Investment and/or Divestment Process for decisions on significant development, upgrade or disposal.

10. Monitoring and Review

Successful implementation of the Community Facilities Strategy – Social Service Facilities Sub-Plan will be achieved through continuous monitoring of its performance. It is important that regular review of the plan's effectiveness takes place and refinements are made to the plan as new information comes to hand.

The Action Plan section outlines important monitoring requirements, as a priority of this plan, which further emphasise the importance of this process, particularly in relation to making decisions about the future of the network (including new builds and rationalisation of facilities).

Initially, this plan will be reviewed in one year (March 2021), and every five years thereafter.

Attachment 1: Criteria for categorising social service facilities

High Profile	Medium Profile	Low Profile
<p>High-profile social service facilities are open every working day. It will likely have paid and potentially qualified staff. It may require a referrals and cost to visit this facility for rely heavily on external funding to operate. It will have a formal governance structure i.e. a Trust or Incorporated Society. The facility will likely house a specific service for a particular purpose.</p>	<p>Medium profile social service facilities will be open at least once a week and provide drop-in or by appointment service provision. The facility could be a flexible multi-use space for community meetings, drop-in sessions. It will likely be operated by volunteers but may have a paid staff member. The services may be free or have a small cost.</p>	<p>Low profile social service facilities will only be open by appointment. It will likely be operated by volunteers or community organisations.</p> <p>The facility could be a flexible multi-use space for community meetings, drop-in sessions or other general community use space. In some instances, Community Halls may provide this provision.</p>
<ul style="list-style-type: none"> • May house up to two rooms for community groups to use (accessible and hours of use flexible). • May house a service for permanent use by a provider. • Social service facilities will be recognised in the community through symbols and signs (avoid the only reference being numbers and letters). • Social service facility may include design consideration that reflect the local identity, community and cultural values. • Will operate all year round either by paid or volunteer staff. 	<ul style="list-style-type: none"> • May be located in discrete but central area in the community. • Provision of smaller spaces or one room facilities. • Social service facilities will be recognised in the community through symbols and signs (avoid the only reference being numbers and letters). • Social service facility may include design consideration that reflect the local identity, community and cultural values. 	<ul style="list-style-type: none"> • May be located in discrete but central area in the community. • Provision of smaller spaces or one room facilities. • Social service facilities will be recognised in the community through symbols and signs (avoid the only reference only being numbers and letters). • Social service facility may include design consideration that reflect the local identity, community and cultural values.

ⁱ Elliott, C. (2017). Community wellbeing of the older persons living in Feilding. Research conducted for the Manawatū Community Trust. Massey University – School of Social Work.



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