ECCT Facilities Principles Checklist: 1. Strategic Alignment

Objective: Objective: To ensure the project **aligns with ECCT's vision for community facilities**. Facility developments must be in Strategic Alignment with ECCT's Priority Outcomes and Strategic Focus Areas.

Principle	Considerations	Strength of Evidence	Yes	No	NA
CAFF Outputs • Participation • Access • Connection	**Does the project encourage and enable community Participation?** • The facility is a venue where people can take part in sports, art, culture, recreation, and environmental activities, or • The venue encourages use by groups who may otherwise face barriers to participation.				
	Does the project support Access to Services? • The facility provides places for the delivery of community or social services or encourage use by people who may otherwise face barriers to accessing community or social services, or • The project provides places that enable education opportunities or reduce barriers to accessing education.				
	Does the project support Connection? • The project provides a welcoming and inclusive gathering place where people and groups can drop-in, meet with each other, participate in activities, and/ or access services, and • The facility focuses on and meets the needs of local users. This means the project is well-supported by the community. • The local community or participants are actively involved at all levels of the project both during development and once the facility is operating (e.g. local leadership, enabling local involvement in governance, delivery, conception, design, construction, programmes and uses, decision-making, etc. as appropriate). • Spaces are usually multi-purpose, co-located, shared, or integrated community hubs. This means multiple group or sectors can use the spaces easily for their activities and that partnerships and collaboration between users can develop (note – groups can use the same space at different times or different spaces at the same time).				
Strategic Focus Areas[1]	In the future, it is expected that higher priority will be given to projects that improve outcomes in ECCT's strategic focus areas.				
Process Considerations: Projects can demonstrate alignment with any of the Priority Outcomes. Education and Local or Central Government projects must also demonstrate Connection outcomes. In the EOI stage, the Group can describe how the facility links will deliver on ECCT's outcomes. Evidence of this alignment can be provided later, with the Capital Works application.					

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[1] Strategic Focus Areas are: Children and Young people, Māori, Families affected by disadvantage, and Older people.

ECCT Facilities Principles Checklist: 2. Community Need

Facility Lifecycle Stage:
Concept & Plan

Objective: To ensure **the facility is needed by the community**. Facility development should only occur when there is an identified Community Need, especially where community funding is sought. Demonstration of community need is important to best prevent facilities being developed that are underutilised and inadequate for their community (which then results in unaffordability and other issues).

Principle	Considerations	Strength of Evidence		Yes	No	NA
Demand/ Need	**Does the facility meet the needs of the community?** • The current and future needs of target users or the community has been identified (both existing and potential users). • There is demonstrated need or demand for the facility. (e.g. demand has been investigated and quantified) • The facility is filling a gap in provision in the community or complements and aligns with other community facilities/ providers. • Shared use has been investigated.					

Utilisation	**Will the facility receive good use by the community?**
	• The Group can quantify predicted facility use and can provide a clear picture of potential users (who, when, what for, how often, etc.). For example.
	    o type of use(s)
	    o number of individuals, groups, services, or codes
	    o utilisation rates (peak, off-peak, seasonal variations)
	    o actual and potential use.
	• Utilisation rates and/ or community benefit are high enough to justify the capital expense.					

Impact on Wider Community	**Will the facility be an asset to the wider sector or local neighbourhood?** • The impact of the facility on the wider community has been considered (e.g. the positive and negative impacts of the facility on social values, cultural values, participation, access to services, other organisations, existing infrastructure, similar facilities, etc). • There is wide or strong sector or community support for the facility.					

Principle	Considerations	Strength of Evidence	Yes	No	NA
Options	**Have various options been considered and the best option chosen?** • The Group has demonstrated that they have considered options to *Reform*, *Better Use* and *Improve Existing* and only consider *Build New* if other previous options have been explored/ exhausted. • Various ideas, project scales or scopes, and/or design options have been considered and assessed for fit with the group and/or community needs.				

Process Considerations:

In the EOI phase, the focus may be more on the demand for the facility and providing clear, demonstrated evidence or data that supports the need for the project. This is because finalised utilisation rates may not be able to be forecast until the design has been confirmed. If this is the case, utilisation rates will need to be provided with the Capital Works application. For Options consideration, evidence will need to be provided of how "Reform", "Better Use" and "Improve Existing" options have been explored – with the "Build New" option only being considered if the previous options had been fully explored and exhausted. The ECCT Community Assets Facilities Fund is largely for "Build New" projects. "Improve Existing" projects will be considered if significant capital work is required (e.g. >$100K total cost). Funding for smaller Repairs and Maintenance projects should be via the Grassroots Fund. Education and Central and Local Government groups will not be considered if their project involves differed maintenance. Connection and Community Development projects will require target users and/ or the local community to be actively involved in developing the concept and in ongoing operations (see 3. Partnerships checklist).

ECCT Facilities Principles Checklist: 3. Partnerships

Objective: To ensure the **right relationships** are in place **to build/ operate the facility**. The project should be underpinned by cohesive and constructive stakeholder partnerships that have a proactive emphasis for maximum resource use/ maximum community benefit. This will ultimately enhance the efficiency and sustainability of resource use. Partnerships include community engagement and input into the project development stage.

Principle	Considerations	Strength of Evidence (L,M,H)	Yes	No	NA
Partnerships	**Is there the right mix of skills within the Project Team or between partners to a) deliver the project, and b) to operate and maintain the facility effectively?** • Does the project require cooperation between various parties to enable it to be successful or sustainable? • If cooperation is needed, who needs to be involved and how? – Previous involvement – Involvement now – Involvement into the future • If not, why is cooperation not needed? • Is there any formal documentation in place that demonstrates the security, strength, parameters of these partnerships?				
Community Awareness	**Have a) Facility Users and b) the Community been suitably involved in the project?** [1] How has each group been involved? describe 1. inform 2. consult 3. involve 4. collaborate 5. empower Circle levels on the engagement continuum and describe engagement activities undertaken for each group.				
Process Considerations: In the Capital Works phase, it will be important to be able to show evidence of user/ community support and engagement processes (if applicable). Agreements between partners will also need to be provided (e.g. MOUs, leases, or similar) (if applicable). Connection and/or Community Development projects will need a higher level of user or community engagement.					

[1] The IAP2 spectrum groups participation into five categories: Inform, Consult, Involve, Collaborate, Empower (in order of least to most participation). Each level is legitimate depending on the goals, timeframes, resources and levels of concern in the decision to be made.

ECCT Facilities Principles Checklist: 4. Effectiveness

Objective: To ensure the project is **delivered as planned, so its original objectives are met**. The facilities must deliver both ECCT's vision and the project goals in an effective manner in a way that maximises access by a broad cross section of the community.

Principle	Considerations	Strength of Evidence		Yes	No	NA
Effectiveness	**How well does the planned facility deliver on its objectives?** • The Group is able to describe the type of outcomes it is looking to achieve from the facility and how these impacts can be delivered – including ECCT's strategic goals (see 1. Strategic Alignment checklist). • The facility's design meets Group's specified outcomes for the project. • The needs of users are reflected in the design of the facility. • Shared use has been provided for (if applicable)					
	Is this the best time to be seeking capital funding? • Planning and design work has been completed so it is clear what will be delivered and how much it will cost – including phasing or project stages (if any). • The Funding Plan identifies potential funders, when they will be approached, and what for (if know). Amounts are realistic and key or cornerstone funders are identified and/ or funding arrangements are in place if their impact is critical for project success.					
	Are suitable arrangements and resources in place to efficiently delivery a completed facility? [1] • The Project Team are in place and there is a clear process in place to make governance/ management decisions that are logical, robust, and timely (see 3. Partnerships checklist). The Group are able to explain this process easily – including the roles and responsibilities of key parties. • An appropriate construction delivery method has been selected to deliver the project and appropriate experts and other professionals are appointed (e.g. designers, project manager, builders/ contractors, etc.). • Project plans are in place and the project is tracking to schedule. This includes construction or milestone reporting.					

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[1] Resources include the people who will be involved and their experience. Skills and experience requirements will depend a lot on the scale of the project. Considerations for complex projects might include; a project manager, accountant/ financial advisor, consultant to undertake detailed feasibility/ business case/ design for example.

Principle	Considerations	Strength of Evidence	Yes	No	NA
	• The facility has been appropriately costed, and the project is on budget (see 6. Financial Sustainability checklist). If not, the Group can describe how they intend to get the required resources.				
Risk Management	**How well have potential problems been identified and managed?** • All the risks that may be associated with the project have been identified. • The likelihood and consequence of these risks are well understood. • Appropriate measures are in place to remove actively manage the identified risks.				
Planning for the future	**Does the project provide ongoing benefits for the community?** • The facility is multi-purpose, co-located, shared, or integrated where more than one group or sector using the premises to provide activities or services for the public. • The facility is targeted at grassroots or community users. Facilities are built to last and will not become quickly outdated. • The design of the facility is accessibility, adaptability, flexible, and future-proofed so it can be used for other purposes and meet future needs of the group or the community if necessary.				

Process Considerations: The Group should demonstrate their process in arriving at a recommended solution that will achieve their goal. They will have ideally considered several options, with the most effective option being selected as the Project (see 2. Community Need checklist). Multi-use concepts like "community hubs" and other options for collaborating or combining resources should be considered where practical and possible. This is because they provide good value and are an effective way of delivering ECCT's objectives. Single-use facilities where there is good or high-levels of use can also align with the ECCT vision. Connection and Community Development projects will require target users and/ or the local community to be actively involved in developing the concept and in ongoing operations (see 3. Partnerships checklist). Appropriate risk management practices are required to manage risk through the project lifecycle (especially for larger projects). These should include a clear and well-defined organisational structure, risk management plan, monitoring and review process, and the appointment of appropriately skilled people.

ECCT Facilities Principles Checklist: 5. Management & Ongoing Operations

Objective: To ensure **suitable management and operating practices** are in place so the facility is used as intended once open. Good management, maintenance, and operational practices are essential to ensure the longevity of the asset and value for the investment. Planning for the operation of the facility must happen before handover.

Principle	Considerations	Strength of Evidence	Yes	No	NA
Operating Arrangements	**How well are preparations progressing for the management, maintenance, and operation of the facility?** The Group have considered operational arrangements so the facility can run successfully once complete. For example: • Operational governance and management roles/ responsibilities have been developed and are documented – including relationships with partners and the community • Operating models for how the facility will be run – including appointment of operators, employing staff, or provisions for volunteer management, etc • Ongoing management practices, policies, and other documentation – including facility management activities, operating hours, costs, hire/ lease, booking systems, health & safety, etc • Programming and use – including the ability of the target users and/ or the community to access the facility & programming which reflects demand and utilisation modelling (see Community Need checklist). • Asset management and maintenance schedules and budgets have been developed (see 6. Financial Sustainability checklist).				
Reporting & Monitoring	**Will the facility be used as intended?** • The Group have a clear idea of what 'success' will look like for their facility and can communicate this. This can be used to identify whether the facility has met its intended objectives and may include development of targets or performance measures to track progress or impact – *Ideally, this report will be tailored to the project and the operational and governance needs of the facility. At the least, it should include measures to identify participation, access, or*				

Principle	Considerations	Strength of Evidence	Yes	No	NA
	connection activities that will be provided to meet ECCT's post-project reporting requirements (see Grant Reporting Template). • Reporting and monitoring practices are in place to optimise building use, ensure objectives are being met, and to make decisions about improvement and renewal.				
Process Considerations: Planning for the operation of the facility must happen before handover, taking the following into consideration: personnel needed, the way customers are welcomed and how they can be made to feel safe and comfortable in the new building, and information customers may need about the new facility, its activities, or its new location.[1] The level of evidence required depends on the size and complexity of the facility.					

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[1] Sport NZ, (2017), Community Sport & Recreation Development Guide), https://sportnz.org.nz/assets/Uploads/SNZ-Com-Facilities-Guide-2017-2.pdf

ECCT Facilities Principles Checklist: 6. Financial Sustainability

Facility Lifecycle Stage: Design, Construct, Operate

Objective: To ensure the project **affordable and sustainable** across its life. The facility project needs to be financially sustainable across the lifecycle of the facility (including maintenance and operation) and the community need to be able to afford to use it.

Principle	Considerations	Strength of Evidence	Yes	No	NA
Project cost	**Are project costs complete, manageable, and sustainable?** • The full capital cost of the project has been costed using a methodology suitable for the size and complexity of the project • The project maximises cost certainty rather than minimising project costs. Where possible, measures have been taken to control costs and reduce blowouts • A complete project budget has been developed. Exclusions are noted and provided for in the project budget. Fit-out or one-off start-up costs, and a contingency are provided for (if applicable) • A cashflow budget has been developed, with arrangements made to cover shortfalls during the project • The project is focused at long-term overall value, with whole-of-life costing rather than capital costs being the basis for deciding the most appropriate option(s) • The project scope has been reviewed, scaled down, or re-designed to fit within an achievable budget (if applicable)				
Maintenance and renewal costs	**Is there a thorough plan for maintaining the facility?** • The group has developed processes to ensure regular day-to-day repairs and maintenance occurs, e.g. maintenance plan or budget. • Maintenance costs are provided for in the operational budget.				
	Is there a complete plan for repairing or replacing the facility as it ages or at the end of its lifecycle? • The group have considered how replacement, renewal, and/or disposal of the facility will be managed • Renewal (or disposal) costs have been estimated and the group can explain how they will be funded as they come due • A realistic lifecycle budget showing expected expenses, and how these will be funded has been developed				

Principle	Considerations	Strength of Evidence	Yes	No	NA
Operating costs	**Can the group afford to run the facility as intended?** • The Group can identify the operating costs required to ensure the facility is being used as it was/ is meant to be used e.g. it is safe, accessible, well-used, multi-use, etc. • A realistic 5-year (minimum) budget showing operational income and expenses has been developed				
Process considerations: Depending on where in the process the project is, the applicant may or may not understand some of this financial information. They may require further advancement of the project into the business case stage to understand their financial sustainability. An estimate of the total capital cost needs to be provided in the EOI application form. More certain costings and supporting evidence for these will be required in the capital works application stage. Costings will need to be more robust for larger or more complex projects.					