

## Appendix 2 Tenant Engagement

Below is the Tenant Engagement Feedback Report





### Tenant Thermometer Survey

Summarised below are the themes identified during the first stage of this project through the engagement meetings on 11<sup>th</sup> and 12<sup>th</sup> October 2018.

#### Survey





This very short survey was answered by 14 people which represented 12 of the 14 tenants of Hancock Community House (HCH). The purpose of the survey was to provide a litmus test on how everyone felt about HCH. The results are set out below.

1. The establishment of Hancock Community House has benefited our organisation.

			
Strongly Agree	Agree	Disagree	Strongly Disagree
7	6		
50%	43%	0%	0%





All respondents agreed that HCH benefited their organisation. One person did not answer this question as they weren't part of the organisation prior to being a tenant of HCH.

2. There are more opportunities to support the capacity and capability of our organisation at Hancock Community House to enable us to better meet the needs of our client groups (community).

			
Strongly Agree	Agree	Disagree	Strongly Disagree
6	8		
43%	57%	0%	0%





All respondents agreed (43% strongly agreed) that there are more opportunities to support the capacity and capability of their organisation.

3. Hancock Community House (the building) is fit for purpose and allows our organisation to support the community (our client groups) effectively.

			
Strongly Agree	Agree	Disagree	Strongly Disagree
2	10	2	
14%	68%	18%	0%

Most respondents (82%) think that the building is fit for purpose and allows their organisation to support the community effectively. Two of the 12 organisations disagreed that the building is fit for purpose.

4. The operation and management of Hancock Community House allows our organisation to support the community (our client groups) effectively.

			
Strongly Agree	Agree	Disagree	Strongly Disagree
5	7	2	
36%	50%	14%	0%

The majority (86%) of respondents agreed that the operation and management of HCH has allowed their organisation to support the community effectively. Two people disagree.

5. Regarding the current operation and management of Hancock Community House:
- 21% (3 people) of respondents felt that they didn't think the current operation and management of Hancock Community House needed to change.
  - The majority, 57% (8 people) of respondents felt that only minor tweaks to the current operation and management model are required.
  - Two respondents thought significant changes to the current operation and management model are required.
  - One respondent thought that a completely new operation and management model to improve the support we can offer our community (our client groups) was required.

The above results provide PNCC with the extent of change that is required to better meet the needs of the tenants at HCH.

**Engagement**

The tenants identified eight areas of improvement related to the management and administration of HCH. Each of these areas are discussed below through a summary of the tenant feedback and HCH administration considerations.

**Room Booking**

**Tenant Feedback**

*Booking system is very helpful and generally works well. Some Tenants felt that Tenants should be prioritised over outside groups and outside groups should not be booked too far in advance. Some Tenants thought that it would be good to have a room booking policy and someone to manage it.*

*Some Tenants felt that there are too many commercial organisations (for profit organisations) using the interview rooms. The room is booked too much by them and getting it too cheaply.*

Palmerston North Community Services Council has a contract with PNCC to provide room booking services for HCH. The scope of works includes:

- Booking rooms and receiving enquiries, both directly and by phone
- Spreadsheet of room bookings maintained
- Chasing unpaid room booking invoices
- Preparing and tidying meeting rooms (e.g. tables/chairs, layout, partitioning of double room)
- Helping users of rooms with laptops, screens, extension cables, health and safety etc.

The scope excludes all other administration of Hancock Community House.

There is no set room booking policy but there are guidelines for use.

## **HCH Administration Considerations**

*A room booking policy to be developed for both the meeting rooms and interview rooms. This policy document should also record the rooms purpose and who can book them.*

## **Financial Transparency**

### **Tenant Feedback**

*In each of the engagement meetings the need for financial transparency was identified as important to Tenants. Specifically related to revenue from meeting room bookings that was not transparent. Some felt that while occupancy of the meeting rooms is going up, the credit back to the tenant appeared to be decreasing.*

*Some wanted to know more about how the credit system worked, what the purpose of it was, and where the money went, some organisations got financial statements from PNCC while others weren't able to obtain these. Additionally, one organisation had a credit to their account at the end of the year and this was never realised for that organisation.*

*Some wanted to know if some of the room booking credits could be put aside for replacement, upgrades, or to enhance HCH to attract more user groups to utilise the meeting rooms.*

*Some stakeholders said that HCH is supposed to be cost neutral to the ratepayer but when asked PNCC were unable to demonstrate it.*

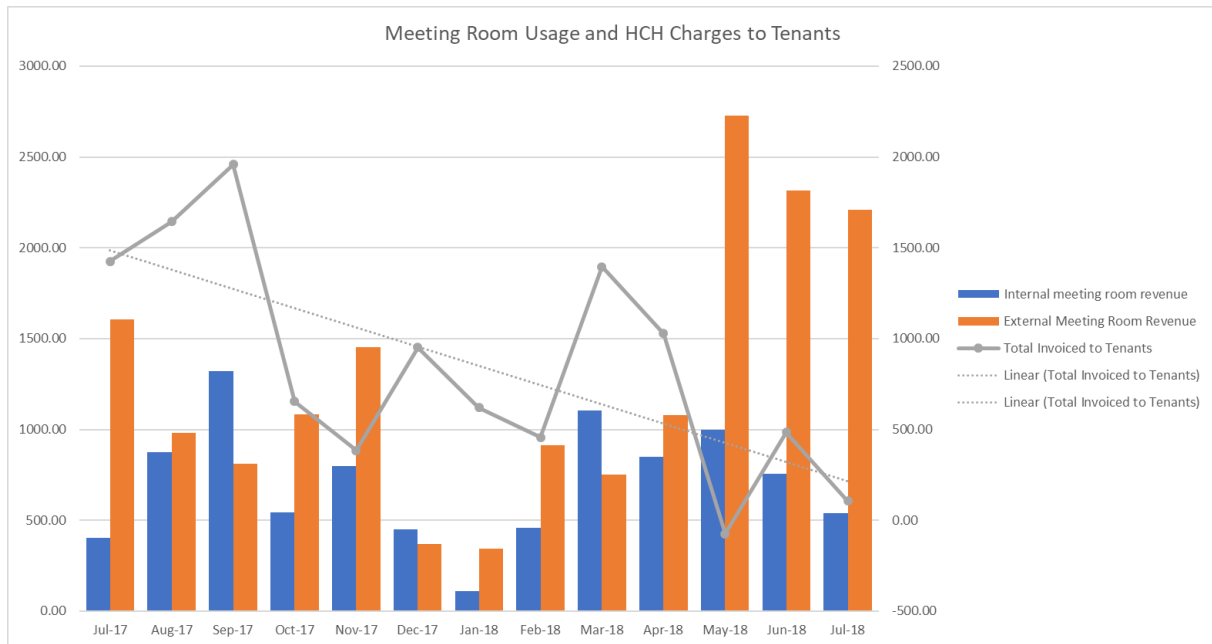
### **Room Booking Revenue**

Figure 1 shows the room booking revenue for the last financial year (July 2017 through to July 2018). It confirms the tenant feedback that the occupancy from external organisations has been high during some months this year. The grey line tracks the total amount for HCH charges invoiced back to Tenants appears to be decreasing.

The HCH charges in the amounts below include:

- Electricity;
- Waste management;
- Internal meeting room revenue;
- External meeting room revenue.

**Figure 1 Meeting Room Usage and HCH Charges to Tenants**



The original intent of the room booking revenue was to support HCH maintenance and renewals. The organisational structure, in terms of establishing the Trust, was delayed, so a decision was made to use the room booking revenue to offset the HCH charges until such time as the organisational structure was established.

### Financial Statements

Financial Statements are available to all Tenants on request to PNCC.

### HCH Administration Considerations

The future administration model needs to minimise the financial impact on the ratepayer whilst ensuring the facility meets the needs of the community groups and their clients.

### Administration

#### Tenant Feedback

Many advised that there needs to be better co-ordinated administration of HCH. The CSC Office Manager has become the default “go to person”, even though she does an excellent job at this, it is not CSC’s role to perform many of these duties which could provide a risk for both PNCC and CSC. Some examples included:

- Health & safety of user groups utilising the meeting rooms;
- The collection of koha by CSC for the use of interview rooms by for-profit groups.

Many Tenants advised that roles and responsibilities in relation to management and administration of HCH were unclear. Specifically,

- Time consuming for Tenants to find out who is responsible for what.
- Many use CSC as a default to find a solution to a problem.
- Many felt that CSC is carrying PNCC responsibility.

- *After Hours Access - For one organisation the front door has to be left open for evening meetings which means any member of the public can walk in. When locking the door in the evenings Tenants wouldn't know who was in the building. The responsibility for this is unclear.*
- *Cleaning of communal areas - what is in the contract and who is responsible for what?*
- *Cleaning should be done according to a schedule and it needs to be enforced. Who replaces the hand towels?*
- *No one is actually responsible for the rubbish. The CSC Office Manager usually manages this.*

*Many Tenants advised that having a co-ordinated administration provider of HCH with clearer roles and responsibilities would have the following added benefits:*

- *There would be someone to manage and take the lead on tenant ideas for HCH.*
- *A reception could provide one point of contact for both Tenants and visitors.*
- *Reception would know who is in the building.*
- *Currently there is a very adhoc approach to communal items which could be managed better through a building manager.*

*Many things are working really well with regards to the administration of HCH, these include:*

- *Display stands for agency brochures.*
- *It is great now that the CSC Office Manager is there until 4pm.*
- *The CSC Office Manager is brilliant at letting everyone know what is going on.*
- *If there is a problem, go and see the CSC Office Manager and she will sort it out.*

*Other tenant feedback and/or ideas included:*

- *There is now an opportunity to investigate the Trust concept again.*
- *A way of knowing who is left in the building when locking up at the end of the day.*
- *A way of knowing what meetings or events are happening in the building – possibly a notice board updating everyone.*
- *Someone should be proactively managing the space.*

*As HCH is being managed by PNCC there are limited opportunities for lottery or grant funding. The Tenants therefore have to fund anything additional to the current service level of PNCC.*

Many of the questions above can be resolved through clearly communicating roles and responsibilities.

Figure 2 below shows the current contractual arrangements at HCH.

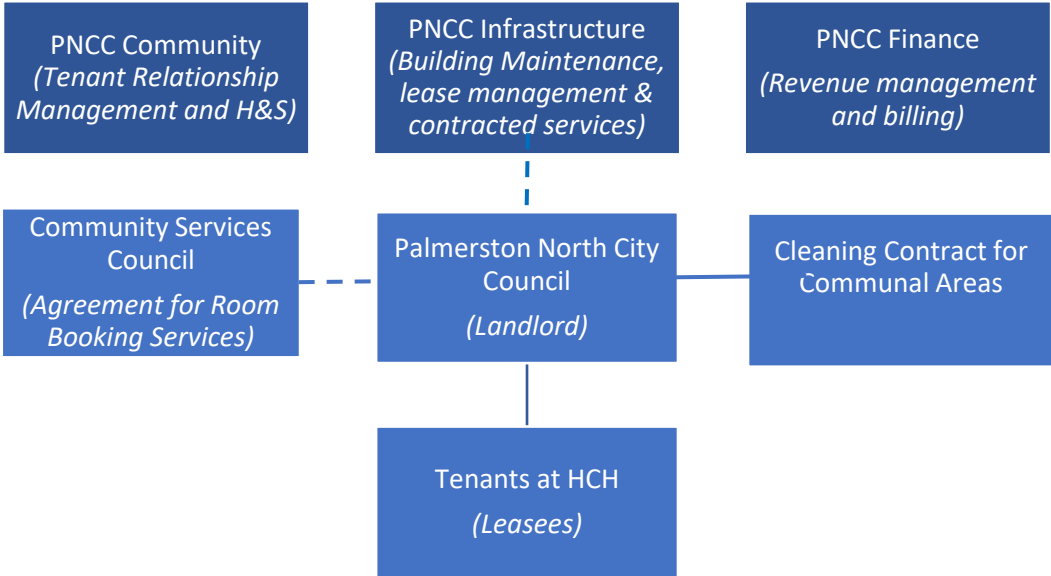


Table 1 below summarises the current contractual roles and responsibilities at HCH.

**Table 1 Current Contractual Roles & Responsibilities**

PNCC (Landlord)	Tenants	Community Services Council
Individual tenant lease agreement management	<p>Tenant to pay the outgoings as per Schedule 3 of the Lease Agreement – these include:</p> <ul style="list-style-type: none"> <li>- Charges for water, gas, electricity, telephones and other utilities or services including line charges.</li> <li>- Rubbish collection charges.</li> <li>- NZ Fire Service charges and the maintenance charges of all fire detection and fire-fighting equipment.</li> <li>- Service contract charges for air conditioning, lifts and other building services and security services.</li> <li>- Cleaning maintenance and repair charges including charges for repainting, decorative repairs and the maintenance and repair of building services to the extent that such charges do not comprise part of the cost of service maintenance contract but excluding charges for structural repairs to the building.</li> <li>- The provisioning of toilets and other shared facilities.</li> <li>- Building Warrant of Fitness.</li> </ul>	Booking of rooms and receiving enquiries, both directly and by phone

PNCC (Landlord)	Tenants	Community Services Council
On charging to individual Tenants of costs and charges identified in tenancy agreements including power, rubbish and recycling charges	Tenant to maintain any buildings or improvements that it erects on the property.	Spreadsheet of room booking maintained
Building structural maintenance	Tenant to remove all rubbish and garbage from the property.	Chasing unpaid room booking invoices
Maintenance and repair of utilities (toilets, sinks and drains)	Insurance for individual assets and liability as set out with the Lease Agreement.	Preparing and tidying meeting rooms (e.g. tables and chairs, layout, partitioning of double room)
All external building planned maintenance and external building cleaning including graffiti removal		Helping users of the rooms with laptops, screens, extension cables, health & safety etc
Arrangement of Building Warrant of Fitness		
Facility cleaning of communal areas		
Facility security contract including security fobs and alarm settings. Security and alarm response		



Many of the issues identified by the Tenants is a result of not having a Building Manager or an organisation administrating HCH.

History of the Administration of HCH – Taken from a PNCC HCH Report

- *“Originally a Council Officer from Community Services, as part of their role, liaised with tenant organisations and supported them in the administration and operation of the facility.*
- *An independent project feasibility study undertaken by Sea Starr Management Solutions Ltd dated July 2008 recommended that the facility should be governed and managed by a community group.*
- *Following on from the 2008 feasibility study and community sector consultation, a report was presented to the Community Development Committee meeting on 13<sup>th</sup> October 2014 titled Propose Operational Administration of Hancock Community House. This report recommended the establishment of an independent community trust to undertake a role. At the full Council meeting this recommendation was approved.*
- *PNCC has reported that this has not been instigated due to the following constraints:*
  - *Obtaining final agreement on the Trust Deed;*
  - *Continued unavailability of the nominated Trustees;*
  - *Changes to legislation governing Trusts and other legislation such as the Health & Safety Act 2015 and the implications of the Trusts and Trustees;*
  - *Time restraints and work priorities for Council staff.”*

PNCC and the Tenants have another opportunity to review the current state and identify the preferred way forward for the administration of HCH.

**Note: A Service Agreement between PNCC and PNCC has been signed for the period 1<sup>st</sup> October 2018 for a period of 3 months. This agreement was established post the engagement and writing of this stakeholder engagement feedback. Some of the issues identified within this document have been captured within the revised agreement.**

#### **HCH Administration Considerations**

The issues identified by stakeholder will be considered and addressed as part of the administration options considered in Phase 2 of this project.

#### **Building Issues**

##### **Way Finding**

*Many Tenants felt that there was no street signage for the community. The high migrant community could benefit from a multi-cultural sign. The way finding within the building is inconsistent and confusing. It is particularly confusing for the community coming into the building.*

- A building manager or building management company could co-ordinate the resolution of the internal way finding issue.
- PNCC advised that costs would be the responsibility of the Tenants of HCH.
- In accordance with the Lease Agreement the tenant requires consent from the Landlord to erect or display either on the outside or upon any part of the property, any advertising or sign displaying the name of the Tenant.

### **Kitchen**

*Some Tenants stated that the kitchen requires refurbishment. Tenants advised that the kitchen is not fit for purpose for catering for meetings or to be used as a shared tenant kitchen. In many cases it becomes a health and safety risk for heating foods and for cleaning kitchen items. There is not any lockable space for any Tenants to store kitchen items.*

- PNCC has commented that a commercial type kitchen was not installed at the time of building. The existing kitchen is not suitable for catering, nor was it intended to be.
- A building manager or building management company could co-ordinate the resolution of the kitchen issues.
- If internal maintenance or refurbishment of the communal kitchen spaces was required, the cost would have a rates impact.

### **Air Conditioning**

*Many Tenants have now installed air conditioning into their tenancies, at their own cost, as the building is too hot in summer. This was a frustration for Tenants as the building was supposed to be designed so that air conditioning was not required. Some Tenants felt that this is unfair because the tenancies are not fit for purpose in this regard, the cost to install is born by the Tenants and according to their lease agreement the Tenants are required to 'make good' at the end of the tenancy however this is cost prohibitive and Council then receives an asset that they have not paid for.*

- PNCC has stated that if Tenants have funded their own air conditioning units in their tenanted spaces, then as per standard leasing practice, Tenants can remove and take their air conditioning units with them when their lease comes to an end.
- If Council was to consider funding air conditioning units into the individual Tenant's spaces; this would need to be reflected in the rental due to the increase in the Level of Service provided.

### **Outdoor Space & Meeting Room Downstairs**

*The large meeting room down stairs requires air conditioning in summer. The Council provided HCH with portable air conditioning units which the Tenants advised are ineffective. A suggestion to install a sun sail outside this meeting room could reduce the transfer of heat through the windows plus an extra space for Tenants and meeting room users during the summer months.*

- In principle this solution is acceptable to PNCC.
- HCH Tenants (or the building administration/management organisation) will need to investigate the cost of implementing this and discuss with PNCC accordingly.
- PNCC advised that costs would be the responsibility of the Tenants of HCH.

### **Storage**

*Tenants and CSC have suggested that HCH needs storage space. There is nowhere to store unused items or extra chairs.*

- Tenants to store their own items within their own tenancies.
- Storage of items within communal areas including stairways, walkways and hallways is not allowed as it is a health and safety issue.
- Any storage space requested by Tenants would be at the cost of the Tenants.

### **Sound Proofing of Walls**

*Tenants have advised that the walls require sound proofing. For example, the green room rented out all the time for mediation - other Tenants and HCH users can hear them all the time which is not appropriate.*

- Sound proofing of walls to be investigated further by PNCC to identify possible sound proofing options and present back to the Tenants.
- PNCC require further discussions and investigation before this type of commitment could be made.

### **HCH Administration Considerations**

An organisation appointed to administer or manage HCH could co-ordinate the resolution of many of these building issues.

Tenants to consider how these requests could be funded and if a particular 'administration model' provided greater funding opportunities.

### **Carparking**

*Many Tenants stated that carparking was an issue for both staff and visitors because they are on low incomes and can't afford the parking nearby. Some Tenants wanted to acknowledge and thank PNCC for the recent change to the parking providing the first hour free.*

*A frustration raised by many Tenants was when there is something on at the Regent Theatre or Massey University Graduation there are no carparks.*

*Some questions related to carparking included:*

- *Why do Council staff get dedicated carparks for free and we have to pay?*
- *Why does UCOL get parking just down the road for 1/2 price?*
- *Why was the carpark which was previously designated as a loading zone been predesignated as a no parking zone? Now there is no-where to load or unload and people are getting tickets.*

- PNCC have no records of any Council staff having free dedicated carparks. Council staff do not get free parking in the city and any designated carparks for a particular person is paid for by them.
- UCOL purchased the “PSA House” building and its carparks. They may offer a deal to their students and staff on these parks but PNCC have no record of any deal with UCOL on Council owned parks.
- PNCC has responded that there is a 10-15 minute window for using this space as a loading zone. If parked there longer then tickets will be issued. This agreement was put in place with HCH, Council as property owner and Council as regulator.

#### **HCH Administration Considerations**

If an administration organisation were appointed, it could only advocate for the Tenants at HCH regarding carparks.

#### **Promotion / Advertising and Marketing**

*Many Tenants saw an opportunity to promote HCH to increase the occupancy of the meeting rooms and to promote the organisations at HCH. The majority of the Tenants do not have enough funding to promote or advertise HCH and Tenants felt that it wasn't their role. There is a facebook page for HCH however no tenant knew who managed this.*

- Promotion and advertising of HCH is supported by PNCC.
- This is to be investigated further by the organisation appointed to manage the administration of HCH.
- The cost of promoting or advertising of the services provided by HCH would be the responsibility of the Tenants.

#### **HCH Administration Considerations**

If an administration organisation were appointed, it could co-ordinate and organise promotion and advertising on behalf of the Tenants at HCH.

The cost of any promotion and advertising of HCH, would likely, be the responsibility of the Tenants.

## Health & Safety

*Tenants had a number of questions and queries with regards to Health & Safety. It was raised as a concern by Tenants. The questions are outlined below:*

- *Fire - who is responsible for fire drills and for people using the meeting rooms?*
  - *Is there an H&S policy for the communal areas of HCH and whose responsibility is it?*
  - *If an external organisation books the meeting room who is responsible for their H&S?*
  - *Who is responsible for the H&S of persons coming into HCH to do work to the building?*
  - *In one recent scenario – there was someone dangerous in the building last week. There were knives in the draws in the kitchen which had been left there from another community group using the meeting rooms. These had to be quickly removed. Whose responsibility is this?*
- Tenants are responsible for the Health & Safety of their own staff and their clients within the building.
  - PNCC is responsible for all persons coming into the building not associated with the Tenants, these would include:
    - External organisations booking the meeting rooms (Community Services Council is only responsible for the room booking service and management).
    - All contractors including cleaning staff conducting works both internally and externally.
    - General public coming into the building.
  - There is an HCH Policy & Procedure Manual which is the responsibility of PNCC to keep up to date and administer. It has been reported by Palmerston North Community Services Council that this manual is not up to date.
  - Fire Drills and Fire Safety is the responsibility of PNCC.
  - H&S will remain PNCC's responsibility for all contractors arranged by PNCC. Any contractors arranged by the Tenant's will need to be the responsibility of the Tenant.
  - With PNCC administering the booking of meeting rooms to external parties and the public, this creates a potential Health and Safety risk and uncertainty around the responsibilities in this area.

## HCH Administration Considerations

If an administration organisation were appointed, it would be appropriate that all Health & Safety including that associated with room booking be transferred to that organisation.

## Shared Services

*Tenants felt there were more opportunities to share services at HCH and if there was an organisation that was proactively managing HCH on a day to day basis these would be easier to identify and progress. Initial ideas included having:*

- *a shared printer;*
- *reception;*

- *one broadband service provider for the whole building for all Tenants;*
- *baby change table (facility to be provided for all)*
- *and possibly a water cooler.*

The review has identified that there are still a number of opportunities to share services amongst Tenants at HCH.

#### **HCH Administration Considerations**

A full assessment of the different opportunities should be undertaken which would identify, but not be limited to, the following:

- All the different shared service opportunities for HCH.
- The implications of the shared service for both Tenants and PNCC.
- Costs and benefits to implement the change to the shared service.
- Cost saving to the Tenants of the shared service.

The assessment and the management of identifying and implementing shared services could be incorporated into the agreement with the building management organisation.