

Community & Services Committee
18 May 2017

Report for Agenda Item: 5

Department: Corporate Services

Community-led Development Programme

Purpose

The purpose of this report is to outline an approach that will support Community Development across the district, based upon Community-Led Development (CLD) principles. The report recommends the creation of a Community Development Framework and a Community Action Plan.

Recommendation

That the Community & Services Committee:

1. **Note** the contents of this report.

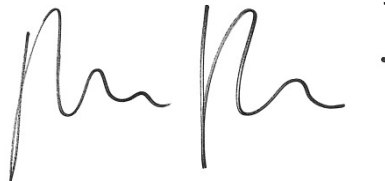
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5/05/2017

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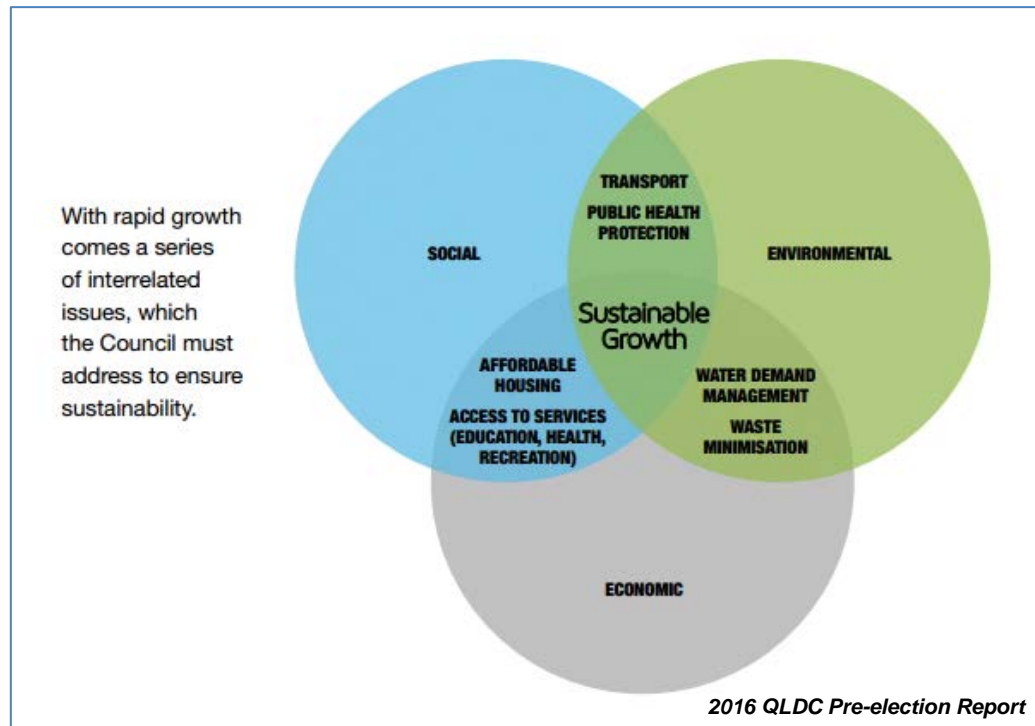
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Background

- 1 Community development and the extent of local government involvement is a common challenge. While QLDC does not directly fund or deliver social services, it aims through its various functions to play its part in building and maintaining a resilient, vibrant and connected community. "Integral to good Local Government and strong governance is an essential and vested interest in the social wellbeing of our community."¹
- 2 The communities of New Zealand are facing the complex challenges of rapid change on a local, national and international scale. Key 'shifts' being experienced include: settlement patterns (where people are choosing to live in New Zealand, including increasing urbanisation), economic activity, demographic makeup and the natural

¹ QLDC 2016 Pre-election Report, Message from the Chief Executive

environment. While there is no one solution to maximise the opportunities and mitigate the risks presented by these issues, taking a ‘whole-of-system’ approach is a way that some councils are taking action. This approach looks at correlations and co-benefits that may exist between different council teams, strengthening the policy justification for action.



- 3 A ‘whole-of-system’ approach considers how to achieve a shared vision of sustainable and prosperous communities through collaboration across government, business, philanthropy, non-profit organisations and citizens. It will support the need for QLDC to focus on our community outcomes in an integrated fashion.
- 4 The Community and Services Committee considered Community-Led Development (CLD) at the meeting of 23 February 2017. CLD has a philosophy of community empowerment, using broad community engagement to identify shared issues and concerns to generate local solutions. This paper explores next steps.

Comment

Step One – Community Development Framework (CDF)

- 5 This paper proposes the creation of an initial Community Development Framework. The overarching theme of the CDF will be resilience, with the goal of building a community that is resilient and “enables people to survive, adapt, and thrive in the face of shocks and chronic stresses” (Rockefeller Foundation 100 Resilient Cities programme).
- 6 The CDF will outline key principles and focus on how to:
 - build and maintain high quality relationships with our communities
 - build and maintain high quality relationships with the many different agencies and other groups that contribute to community development

- align policy and implementation with community outcomes.
- 7 The CDF will have clear links to the Long Term Plan, the Significance and Engagement Policy and the Economic Development Strategy.
 - 8 The overarching connection between the CDF and council's other plans will be the Community Outcomes as outlined in the QLDC Long Term Plan (2015 to 2018):
 - Sustainable growth management.
 - Quality landscapes and natural environment with enhanced public access.
 - A safe and healthy community that is strong, diverse and inclusive for people of all age groups and incomes.
 - Effective and efficient infrastructure that meets the needs of growth.
 - High quality urban environments, respectful of the character of individual communities.
 - A strong and diverse economy.
 - Preservation and celebration of the district's cultural heritage.
 - 9 The Community Outcomes will be revisited as part of the 2018 Long Term Plan review process and will be updated in the CDF accordingly.

Step Two – Community Action Plan 2017/18 (CAP)

- 10 This paper proposes development of an initial Community Action Plan (2017/18) which will provide the foundation for a programme focused on community engagement and empowerment.
- 11 The delivery of the Community Action Plan will be undertaken according to the principles and guidelines of the CDF.
- 12 The CAP will consider the inclusion of benchmarking models to measure changes in our community, to provide targets to work towards, and project areas to focus investment. These benchmarks and programmes will be outlined in detail when the CAP has been developed in full.
- 13 The proposed Community Action Plan projects are as follows. It is intended that each project will be a launch pad to encourage greater community participation and community-led initiatives in this space:
 - a) **Cultural literacy:** Develop a "Way We Work" staff training programme and related resources and to improve staff cultural literacy and community cultural well-being, particularly in relation to mana whenua. This will include an understanding our current formal relationships with local iwi, awareness of the Treaty of Waitangi and its relevance to our role in local government, understanding local history, an introduction to te reo and maoritanga (Māori culture, traditions and way of life).
 - b) **Civil Defence Emergency Management (CDEM):** Build knowledge and expertise in the CDEM Welfare Group. Complete a needs analysis of community welfare requirements in an emergency with a focus on developing resources, communication tools and volunteer networks. This will be undertaken in partnership with the Emergency Management Officer.

- c) **Social Policy:** Develop a social policy framework for QLDC to ensure we are effectively playing our part in supporting community well-being. This will link into the broader QLDC policy framework. Particular focus will be on inclusion, equity and social cohesion.
- d) **Celebrating community heritage:** Work with events and library teams to develop heritage-focussed events programmes for: 150th Anniversary of Queenstown Gardens, 140th Anniversary of Queenstown Library, 130th Anniversary of Wanaka Library (and other anniversaries of the smaller libraries).
- e) **QLDC Website Community Information:** Review and update the content of the “Culture & Leisure” section of the QLDC website to better reflect our communities. Upgrade, rebrand and relaunch the Community Groups database on the QLDC Website: <http://groups.qldc.govt.nz/>. This new community directory (“Community Connect”) will link groups and services across the Queenstown Lakes District. This tool will feature advanced search and report capabilities and will also be a tool for QLDC staff to support improved project stakeholder management and community engagement.
- f) **Community Funding:** Continue to provide community event funding opportunities through the Local Community Support in kind budget. Work with other funders to deliver information and advice to community groups regarding progressing their project ideas, and how best to present their ideas to potential funders. Consider options for a more streamlined approach for community groups seeking funding via the QLDC Annual Plan process.

14 Our community is never static, which means the CAP must be agile enough to move with changes in our community. To be effective, the CAP should focus on a limited number of priorities so as to not dilute efforts or stretch the limited resources that are available. This is the same approach proposed by the QLDC Economic Development Strategy.

Timelines

15 The CAP will focus on these initial projects in 2017/2018. Updates on these projects will be made to the Committee as requested or when decisions are required in relation to these CAP projects.

Further Guiding Principles and Complementary Initiatives

16 An overview of the supporting principles that will guide the development of the CDF and CAP is provided at Attachment 1.

Recommendation

17 That the committee approves the further development of the CDF and the CAP for detailed review at the next meeting.

Local Government Act 2002 Purpose Provisions

18 The matters noted:

- Will help meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses by
- Can be implemented through current funding under the 10-Year Plan and Annual Plan;
- Is consistent with the Council's plans and policies; and
- Would not alter significantly the intended level of service provision for any significant activity undertaken by or on behalf of the Council, or transfer the ownership or control of a strategic asset to or from the Council.

Consultation: Community Views and Preferences

19 The persons who are affected by or interested in this matter are all members of the Queenstown Lakes District community, including the residents/ratepayers, iwi, the business and/or iwi, or identify particular individuals or entities or a class or group of individuals or entities.

20 The Council consulted on the matters as appropriate at the point of the decision being made. The matters outlined are for noting only.

Attachments

A Guiding Principles

Attachment A

Guiding Principles

The following guiding principles will influence the development of the CDF and the CAP:

- a) Ten Year Plan - Community Outcomes (as outlined above)
- b) CLD principles to achieve community vision and goals:
 - shared local visions or goals drive action and change
 - use existing strengths and assets
 - many people and groups working together
 - building diverse and collaborative local leadership
 - adaptable planning and action informed by outcomes.
- c) QLDC Significance and Engagement Policy 2014 – Principles of Engagement

This is what you can expect from us [QLDC]:

- a. We will be genuine in our consultation and engagement. We will have an open mind to community feedback before making decisions. We will give our community a timely opportunity to have a say.
 - b. We want to meet community expectations regarding consultation and engagement.
 - c. We will empower the community to give informed feedback and wherever possible enable the community to consider options relating to the decision.
 - d. We want to engage and consult with the community appropriately.
 - e. We will not treat consultation or engagement as a poll or a referendum; feedback will be weighted accordingly with other considerations.
 - f. We will always provide feedback to those who made the effort to give us their opinions and we will explain our decisions.
- d) Queenstown Lakes District Council Values
 - Inspiration
 - Collaboration
 - Accountability
 - Respectful
 - Excellent Service.
 - e) Local Government Act 2002, in particular:
 - Section 81 – Contributions to decision-making processes by Māori
 - Section 82 – Principles of consultation.

21 We will also continue to work in accordance with principles agreed in Memorandum of Understandings established with local iwi.