

Community & Services Committee
23 February 2017

Report for Agenda Item 4

Department: Corporate Services

Community-led Development in the Queenstown Lakes District

Purpose

- 1 To introduce the concept of Community-Led Development (CLD) as a tool for building a resilient community. It outlines key principles QLDC may consider to support a proposed CLD, and focus areas for a proposed Community Action Plan (CAP). This work is designed to build on Council's existing community facilitation and to contribute to the development of Social Policy at QLDC. The CAP will be presented at a future Community & Services Committee meeting.

Recommendation

- 2 That the Community & Services Committee:
 1. **Note** the contents of this report.

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8/02/2017

Reviewed and Authorised by:



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9/02/2017

Background

- 3 QLDC currently has two staff members with roles that focus on community development, alongside events and arts and culture. Community and stakeholder expectations in the community development space have led officers to consider a realistic and sustainable approach for QLDC to building and maintaining a resilient, vibrant and connected community.
- 4 Community development and the extent of local government involvement is a common challenge. As a tool to ensure sustainable development, a CLD approach has been identified as an effective way of building community resilience. It provides a framework for acting on what matters locally. CLD has a philosophy of community empowerment, using broad community engagement to identify shared issues and concerns to generate local solutions.
- 5 CLD is being used by a number of councils across New Zealand (e.g. Auckland and Christchurch) and is a best practice approach being championed by the Department of Internal Affairs (DIA), Local Government New Zealand (LGNZ) and the Ministry of Civil Defence and Emergency Management (CDEM). Notably several smaller non-metro councils have customised the model to be appropriate to their communities.
- 6 The intention is that the CLD approach will form the basis of the CAP.
- 7 This report outlines CLD and its key principles, the role of local government in this collaborative process, and high level focus areas for the CAP. The proposed CAP will identify QLDC's priority areas for facilitating community strengthening, with a focus on its key role of enabling democratic local decision-making and action.
- 8 Notably the CAP will need to be realistic and achievable, given existing resource and will be largely based on a facilitative approach. The intention is for this work to eventually lead QLDC to develop Social Policy.

Comment

Community-led development

- 9 CLD provides a framework for acting on what matters locally, with a strengths-based focus, in ways that empower local people to make the most of what they have. It aims to include the voice of all members of the community, not just those that are already actively engaging with local government and participating in the community.
- 10 CLD focuses on communities of place. "Place is increasingly recognised as a useful organising platform for community strengthening as those who live, work, play, care, invest or connect to a particular place tend to have a shared vested interest in making things even better. In this way, 'place' can be seen to transect many aspects of community."¹

¹ Community Development & Community-led Development What's the Difference?, Inspiring Communities, March 2015

- 11 CLD in New Zealand uses the following 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.*
- 12 CLD can also help channel external investment and support towards relevant local priorities and plans. Funders are increasingly expecting community project applications to have a strategic focus, with clearly defined outcomes. Using CLD to create a community vision and priorities will provide a framework to guide the development of community projects.
- 13 In July 2016 DIA launched new funding via the CLD Programme which “encourages communities, hapū and iwi to achieve their goals by working together, building on their strengths, encouraging wide community engagement, and developing local leaders and action plans that help measure what they are achieving.” To be part of this programme a community must show it has or is developing a shared vision and way of working that involves the whole community and that there is a commitment to the community-led principles.
- 14 A good local example of a local CLD project being funded by DIA is the LINK Upper Clutha project. LINK Upper Clutha received \$240,000 (over 3 years) in October 2015 to use and identify what services and organisations and other assets exist in the Upper Clutha. Their aim is to facilitate a strategic, coordinated community infrastructure which provides a united approach to community development and social and economic enterprise.

Community Action Plan (CAP)

- 15 Using CLD principles it is proposed QLDC will prepare a CAP for consideration by the Community & Services Committee. Consideration will be made of how we best empower our community, using broad community engagement to identify shared issues and concerns to generate local solutions.
- 16 This plan will provide the foundation for a programme of continuous improvement in relation to community engagement and empowerment. Ultimately this work will assist and influence the proposed review of Council’s Significance and Engagement Policy (2014).
- 17 As outlined, ultimately the work is intended to lead Council consideration of Social Policy.
- 18 Further the intention is to align this work with Emergency Management and community resilience.
- 19 It is also proposed the CAP will prioritise partnership and leadership. It will:
 - Recognise that many agencies and groups can contribute to community development.
 - Recognise and build relationships with all local community leaders.

- Work on the premise that Council will work in partnership with other organisations and community groups to bring about positive community change.

Local Government Act 2002 Purpose Provisions

20 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

21 The matters outlined are for noting only.

Attachments

A Reference List: Community-led Development and Resilience

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Community-led Development

- Building Better Communities, Pomegranate Centre:
<http://pomegranatecenter.org/wp-content/uploads/2015/03/BuildingBetterCommunities2015.pdf>
- Christchurch City Council, Community Outcomes:
<https://ccc.govt.nz/the-council/plans-strategies-policies-and-bylaws/community-outcomes/>
- Collective Impact in New Zealand:
<http://www.communityresearch.org.nz/collective-impact-collection/>
- Community In Mind, Canterbury DHB:
<https://www.cph.co.nz/your-health/community-in-mind/>
<http://www.cph.co.nz/wp-content/uploads/CommunityInMindSharedProgrammeOfAction.pdf>
- Community-Led Development Programme (DIA):
<http://www.communitymatters.govt.nz/Working-with-communities---Community-led-Development-Programme>
- Inspiring Communities: <http://inspiringcommunities.org.nz/>
- Jim Diers is a speaker, facilitator, author and activator assisting associations and agencies in support of caring, inclusive and powerful communities :
<http://www.neighborpower.org/>
- McGuinness Institute – Demarcation Zones Proposal:
<http://www.mcguinnessinstitute.org/wp-content/uploads/2017/02/20170120-McGuinness-Institute-Demarcation-Zones-proposal.pdf>
- McGuinness Institute – Tackling Poverty Discussion Paper 2016/01 – A Queenstown perspective on tackling poverty:
<http://www.mcguinnessinstitute.org/wp-content/uploads/2017/02/20170202-TPNZ-Queenstown-Discussion-paper.pdf>
- Shaping our Future: <https://www.shapingourfuture.org.nz/>
- Start Local – Building Resilient Communities – Seminar Report 22 June 2016, Inspiring Communities, LGNZ and Victoria University:
<http://inspiringcommunities.org.nz/wp-content/uploads/2016/04/Start-Local-Report-web.pdf>
- Thriving Communities, Auckland Council:
<http://www.aucklandcouncil.govt.nz/en/planspoliciesprojects/plansstrategies/councilstrategies/pages/thrivingcommunities.aspx>
- 100 Resilient Cities: <http://www.100resilientcities.org/>