

## COMMUNITY OUTCOMES

### What Are Community Outcomes

Within the context of a Long Term Council Community Plan (LTCCP), outcomes are a desired future position or state. They are typically long-term expectations of the Community.

### Otorohanga District Council Community Outcomes

The Local Government Act 2002 (the Act) requires Council's LTCCP to describe the community outcomes for the District and wants these outcomes (desired results or state of affairs) to be identified so that those items that the community thinks are important for its wellbeing, are clearly understood.

The outcomes should also reflect the four aspects of community wellbeing identified in the Act (Economic, Environmental, Social, and Cultural).

Council has identified in this LTCCP how it can assist the community in achieving their outcomes.

### How Were The Community Outcomes Identified

Community organisations and members of the public were invited to participate in the community outcomes process. Two public meetings were held in each of Otorohanga and Kawhia in May and June 2003.

Public meetings were also held in the Rural area in November 2004 and February 2005.

These meetings were very well attended and provided the opportunity to discuss the new Local Government Act and the requirement for Council to identify community outcomes.

At the second meeting in each area, a group of people (iwi, representatives of local groups and individuals) formed a community team to write a community plan, which would contain the outcomes for that community.

These people volunteered their time for this project, and were generally representative of the four aspects of community wellbeing. Many of the team members were already involved with community organisations.

Identifying the community outcomes and producing a community plan containing these outcomes took place over the following months.

The teams consulted with regional and other groups in the community, including agencies delivering services in the District.

For regional outcomes refer to [www.choosingfutures.co.nz](http://www.choosingfutures.co.nz) and for outcomes for Ngāti Maniapoto, Raukawa and Tainui, refer to



Maniapoto Community Outcomes,



Raukawa Community Outcomes, and



Tainui Community Outcomes in the appendix.

A draft document was sent to many groups and organisations, and made available for public submission.

The teams had a very good public response to their draft community outcomes, including 75 submissions from Kawhia residents and 35 from rural residents. The community teams continued to refine the outcomes, and finally adopted the community plan document in February 2004 for Kawhia and Otorohanga, and in November 2005 for the Rural area.

Throughout the process of establishing community outcomes, the Otorohanga District Council provided resources to the teams in the form of venues for meetings, cost of printing and mailing, and a consultant/staff member to help the teams progress the document and assist with technical drafting and presentation.

To comply with the Act the LTCCP sets out the activities that Council will undertake over the next ten years, the reasons for undertaking

these activities, how they might contribute to the achievement of community outcomes, what assets might be required and how these activities will be funded.

Council needs to carry out a public process to identify community outcomes every six years. This will need to be done again as part of the 2012 LTCCP, with Council carrying out a public process sometime in 2010. The outcomes process is a multi-organisational community-based process, led by Council.

### Community Outcomes – Working with Others

The Council's first task has been to establish what people value for their future and what they want for themselves, their communities and their District. The 'community' includes Iwi, stakeholder groups, businesses, government agencies, regional agencies and people across all sectors.

In developing the Community Outcomes, participants identified the key organisations, agencies and groups who may be able to help the community progress toward achieving the District Community Outcomes. The next step was to develop a 'Community Outcome Framework' that sets out how we can work together to achieve them. In doing so, the community must also decide to what extent it wants various organisations, groups and agencies to bring about that vision and must understand and accept the cost implications of that. Any potential role that these groups may have in the delivery of these outcomes does have a dollar cost attached to it and the community needs to determine how much of this it is prepared to pay for.

Making progress towards achieving the Community Outcomes will need to be a collective effort; it is not only up to the Council. Importantly, regardless of financial constraints, it must also be determined whether it should be the role of local government, which is ratepayer funded, to address issues which have traditionally been the role of central government. Some issues that have been discussed for potential Council involvement such as labour market shortages, affordable housing and domestic violence, are underpinned by a raft of complex factors which may be beyond the

influence and expertise of local government. Any expansion of the Council's role into such areas can only be pursued with the clear mandate of the community and with the assurance that the Council has the expertise to maximize the application of community resources and / or funds in this area.

The Council already engages with a number of key community groups, regional and government organisations, the private sector and Iwi.

It is important to recognise that the Council's work programme over the next ten years is set to make a very large and valuable contribution to many of the Community Outcomes in relation to safeguarding the environment and promoting a safe and healthy community. The infrastructural works planned have a significant impact on Community Outcome delivery by protecting our environment and ensuring that we have clean water and sanitary living conditions.

Once a Community Outcomes framework has been developed which outlines the role that various groups will take and we know what things should be worked on first, progress can be made toward achieving the vision. The Council, in particular, may be able to contribute in many ways that do not involve funding costly programmes or service provision such as through strategic brokering, advocacy, lobbying central government or forming partnerships with other key government agencies to make things work more efficiently. One of the benefits of working this way is that it means a variety of organisations and community groups, possibly including central government agencies, can pool resources and ideas and tackle complicated problems to bring about societal change that is very difficult for any one group on its own.





On behalf of the District, the Council will also continue to monitor and report on progress toward achieving the Outcomes and will provide information to help other agencies and organisations with this work.

Councils role in helping to progress Community Outcomes over the next 10 years

The Community Outcomes are achieved and issues facing the District addressed via a range of activities that the Council or other organisations may deliver. The Council is required to, and sees benefits in, working with other agencies to achieve the aspirations of our communities. Where the activities required to achieve a set of outcomes are to be delivered by another agency, then advocacy becomes a key output that the Council can deliver to assist with securing delivery of the required outputs.

The Council will endeavour to advance a number of initiatives to improve the way it works with other agencies and interest and community groups (including neighbouring councils, NZ Transport Agency, Environment Waikato, Local Iwi, government agencies and development interests).

Examples of existing joint initiatives are:

-  Choosing Futures – Waikato
-  Shore Futures
-  Forum for integrated Regional Management (F.O.R.M)
-  Regional Policy Statement Technical Review Group for Local Authorities

By working closely with such groups, the Council is better able to gain buy-in from those who have the influence to bring about change. This is important in progressing issues that the Council does not have the ability to do on its own. It is also an efficient way of working – the Council has found it is better able to share resources and expertise. This is often led to better decision-making processes, for example through memoranda of understandings, cost savings through joint tendering or bulk purchasing and development of integrated plans. Once developed these initiatives often require







ongoing resources and organizational commitment to remain effective.

The continued development of relationships with other agencies will continue to underpin much of what the Council does over the next 10 years and the Council intends to work with different groups and agencies on a range of work programmes.

Community Outcome Statements

Community Outcome statements have been developed to provide the Community with a short and easy-to-follow summary of the 61 Community Outcomes. Similar outcomes were grouped together and overarching statements that reflected the intent of each group of outcomes were written to provide a link between the Community Outcomes and the grouping of activities.

These are shown below;

-  Otorohanga District is a safe place to live.
-  Ensure services and facilities meet the needs of the community.
-  Provide for the unique history and culture of the district.
-  Promote the local economy and opportunities for sustainable economic development.
-  Manage the natural and physical environment in a sustainable manner.
-  Foster an involved and engaged community.



Protect the special character of our harbours and their catchments.








Recognise the importance of the District's rural character.

### How Will The Council Contribute To Furthering The Community Outcomes?

Community outcomes express a District wide vision and cannot be achieved by Council alone. Council targets its activities to the Community Outcomes and the detail is found under the significant activity section.

Many government and non-government groups and agencies assist in progressing social, cultural, economic and environment well-being to achieve the community vision.

The Council can contribute to furthering community outcomes in the following ways:





-  Advocate – Council promotes and encourages progress towards achievement of a goal by other organisations through active liaison;
-  Partner – Funding and carrying out of an objective to reach a goal is done by Council in formal partnership with other organisations;
-  Implementer – Planning and carrying out an action contributing to the achievement of an outcome is fully Council's responsibility;
-  Regulator – Council has statutory responsibility and may choose or be required to regulate an activity;
-  Monitor – Council gathers information on actions and processes and checks and reports on progress against the targets set.

### How do the Well Beings relate to Community Outcomes

Overarching Community Outcomes have been developed to provide the Community with a short and easy to follow summary of the detailed Community Outcomes.

Each of the overarching community outcomes has a strong linkage to one or more of the 4 well beings which are the social, economic, environmental and cultural aspects of the community.

The four well beings and how they relate to the community are as follows:

-  *Economic – Ensuring that core facilities, services and infrastructure keep pace with the needs of the Community.*
-  *Cultural – Ensuring that the cultural diversity of the District is recognized.*
-  *Environmental – Ensuring that the Districts environment is managed in a sustainable manner.*
-  *Social – Ensuring the achievement of a safe and healthy community with strong community networks.*

The eight overarching community outcomes that Council has developed have a strong relationship to each of the four well beings. That relationship can be described as follows:

- Otorohanga District is a safe place to live

This overarching community outcome links predominantly to the Social Well Being by ensuring Otorohanga District is a safe environment in which to live and play.

- Ensure services and facilities meet the needs of the community.

This overarching community outcome links predominantly to the Economic and Social Well Beings. The Economic Well Being ensures services and facilities are maintained to promote growth and cater for community needs whereas the Social Well Being ensures

that those services and facilities meet community expectations for health, education and other social needs.

- Provide for the unique history and culture of the District.

This overarching community outcome links predominantly to the Cultural Well Being by ensuring that our cultural identity and history is preserved and fostered, including Maori and Pakeha inheritance and recognition of all cultures and religions.

- Promote the local economy and opportunities for sustainable economic development.

This overarching community outcome links predominantly to the Economic Well Being by ensuring that business and employment opportunities are increased and enhanced, existing economic strengths in the community are promoted and Otorohanga District is an attractive destination for development of small to medium sized businesses.

- Manage the natural and physical environment in a sustainable manner

This overarching community outcome links predominantly to the Environmental Well Being by ensuring that the community has ready access to its natural environment and the concept of sustainable environmental management is maintained.

- Foster an involved and engaged community.

This overarching community outcome links predominantly to the Social Well Being by ensuring that the community participates fully in decision making and a sense of social responsibility is fostered.

- Protect the special character of our harbours and their catchments.

This overarching community outcome links predominantly to the Environmental Well Being by ensuring that the harbours, waterways and wetlands are preserved and protected.

- Recognise the importance of the District's rural character

This overarching community outcome links predominantly to Environmental and Economic Well Beings. The Environmental Well Being ensures that the community recognizes that our rural landscape receives a high level of protection and natural, historical or outstanding landscapes are protected by landowners whereas the Economic Well Being ensures that lifestyle development is managed to not conflict or inhibit existing rural activities.

#### Linkage Of Community Outcomes To Other Documents And Processes

The Council will have regard to the community Outcomes when all documents, strategies and processes are being formulated.

#### Monitoring And Reporting Of Community Outcomes

Reviewing progress within the District as a whole provides the community with a chance to build on achievements and to take a critical look at where applying resources might help achieve the Community Outcomes and enhance well-being. Council will monitor progress on targeting Community Outcomes using indicators developed by Council and other organisations, for example; Choosing Futures.

Council will continue to develop a range of measures to monitor the progress on achieving the Community Outcomes over time. Council will produce a three yearly State of the District report using this range of measures. This report will include progress made by other stakeholders as and when this becomes available.

To help identify what Council should be monitoring, Council will work with a variety of organisations that will help collect data for the measures. Through Choosing Futures, discussions are underway both regionally and locally with government agencies to discuss and collaborate on monitoring progress across the District. Council will use both statistical and non-statistical evidence to monitor the Community Outcomes.