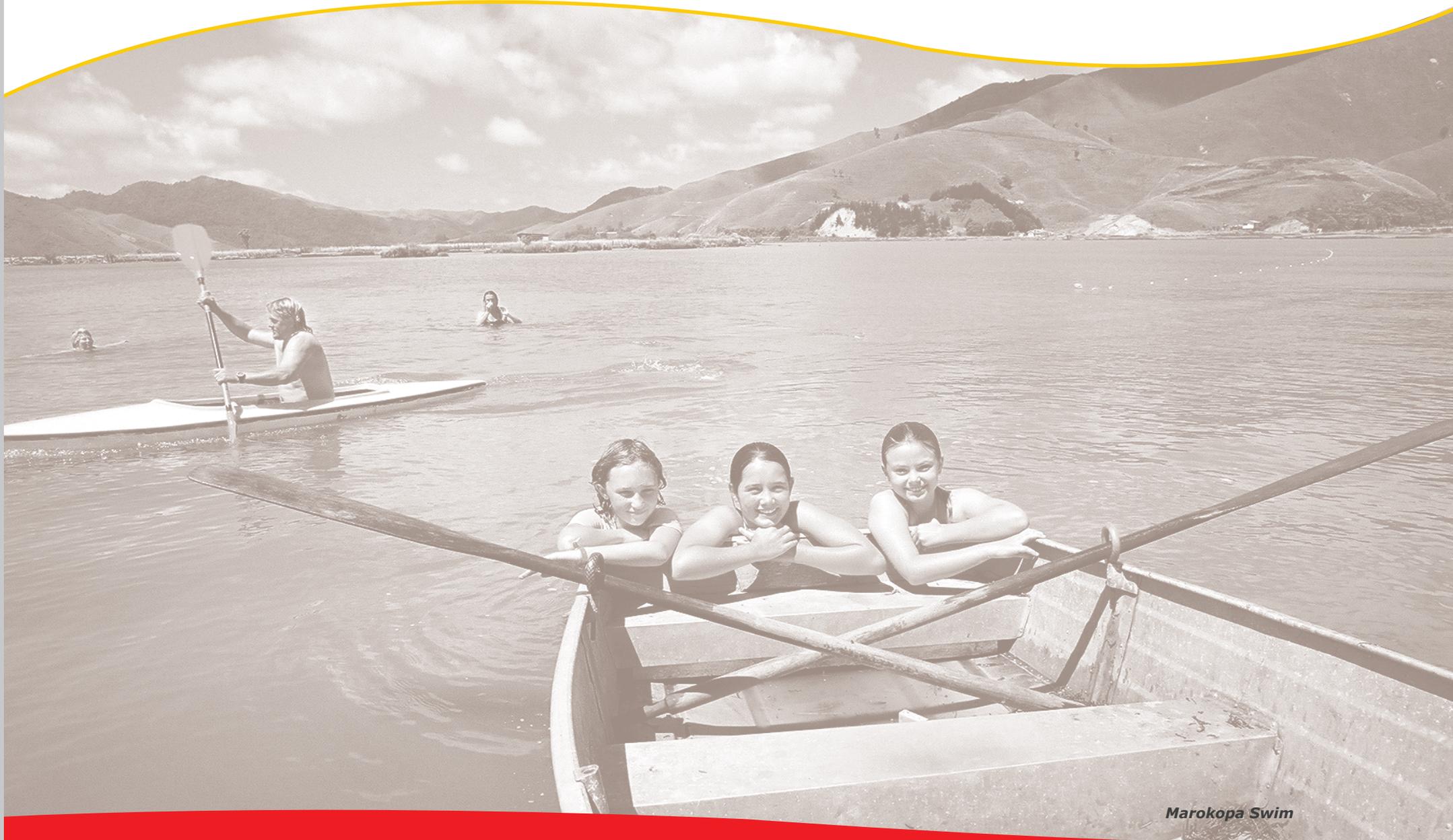# 2.0 Waitomo's Community Outcomes

Our People, Our Place, Our Future

Marokopa Swim

2.1 Background and Process

Community outcomes and priorities represent the collective aspirations of the District community. They are the starting point in Council's planning processes by defining the future scope and form of community well-being. They inform and guide the priority setting for Council's activities and those of other relevant organisations, and form the reference point for measuring the effectiveness of these activities in achieving the community's outcomes.

Community outcomes are defined through a Council managed process once every six years. Council first undertook a process to identify community outcomes in 2004. Considerable consultation with the community and stake-holders was undertaken which was then translated into a set of community outcome statements for the Waitomo District. Through a process of internal brainstorming and consultation with identified stakeholders, broad outcome areas were identified and refined.

The results obtained from this process were then used to develop a draft Community Outcomes Discussion Document which was sent to every ratepayer and identified stakeholder so that the community could debate and be informed of the whole package. Responses were collated and changes were made to the outcome statements based on these. The community outcomes thus articulated were then included in the Draft 2006-16 LTCCP for further consultation along with the LTCCP document.

For the 2006-16 LTCCP, the 2004 community outcomes were re-tested with the general community by way of a survey. Some stakeholder consultations were also carried out to reconfirm the outcomes. No direct relationship was established with the four well-beings for the development of the 2006-16 LTCCP.

The community outcomes used in this 2009-19 LTP have been drawn from the 2006–16 LTCCP. However, Council's strategic response to these outcomes has been changed from an emphasis on economic well-being to a focus on the sustainability of the Waitomo District Council as an organisation, investment in essential services where there is a risk to public health and safety, afford-ability and improved financial management.

The Community Outcomes are:

CO No.	Community Outcomes
CO1	**Cultural Heritage and Social Harmony** A District that is enriched by the values of all it's people and in particular Maori heritage, culture, beliefs and way of life are an inherent and valued part of community life.
CO2	**Communications and Information** The District has a communication network equivalent to that of main urban centres and a community that is conversant in the use of modern communication technology.
CO3	**Visitors and Tourism** The image and attraction value of tourism is maximised to aid in bringing new business and new residents to Waitomo.
CO4	**Water Supplies** High quality water supply provisions in all urban centres greater than 200 population.
CO5	**Wastewater and Sewage** Availability of reliable and functional sewage systems for urban communities greater than 200 population.
CO6	**Land Use, Farming, Forestry and Mining** Planned 'intensification' and diversity of use to achieve the best economic benefit of land in productive use.
CO7	**Manufacturing Process and Service Industries** A District that has primary sector value-added businesses and an infrastructure of commerce that competes in the global market and provides local jobs and local wealth.
CO8	**Retail** To be seen as a destination for shopping offering choice and convenience.
CO9	**Urban Development** To create vibrant communities that attract people and investment and offer a quality of life and society expected by New Zealanders in the 21st century.
CO10	**Housing and Accommodation** Availability of choice in housing and visitor accommodation to meet the needs of all people who wish to reside or visit the District, in a way that contributes to the District appeal and image.

Our People, Our Place, Our Future

2.1 Background and Process

CO No.	Community Outcomes
CO11	**Transport** Movement of goods and people is efficient, safe, competitive and convenient so that commercial and community social needs are able to support the quality of life expected or chosen by the community.
CO12	**Preserving the Environment** Preserve the natural environment for future generations, ensuring that natural resources are used in a sustainable manner.
CO13	**Energy** Minimise energy consumption through efficient use and investment in energy development/capacity is carried out in a manner consistent with a sustainable environment.
CO14	**Coastline, Parks and Reserves** To preserve the natural character of the District's coastline and reserves. Ensuring public access to the coastline and reserves.
CO15	**Waste** A District that works towards minimising the impact of waste on the environment.
CO16	**Image** Work towards creating a readily prosperous, identifiable and attractive image to the world outside Waitomo based on a strong internal sense of pride, self-image and self-esteem.
CO17	**Employment** Collaboratively work towards creating a wide range and number of employment opportunities in the region.
CO18	**Health** To pursue personal, social and cultural well-being supported by locally available health services.

CO No.	Community Outcomes
CO19	**Education** To be a community where the level of education of all residents is high enough to take advantage of opportunities that improve the quality of life for the community.
CO20	**Recreation and Social Amenities** A District where the community is able to enjoy social, cultural and spiritual well-being, through community amenities, facilities, recreation, sports, and arts activities that provide for a full quality of life and choice of enjoyment for all residents.
CO21	**Government Services** To ensure the community has appropriate and timely access to services provided by Central Government.

The outcomes have been organised to show the linkage between the community outcomes and the four well-beings (cultural, economic, environmental and social) that Council has a broad role in promoting.

Our People, Our Place, Our Future

2.2 Contribution of Key Stakeholders to Community Outcomes

This part of the 2009-19 LTP deals with how Council and other key stakeholders contribute towards the achievement of community outcomes.

While Council has a coordinating responsibility for establishing a process to identify community outcomes and priorities and monitoring progress towards their achievement, many of the outcomes are the prime responsibility of other organisations (e.g. public health related outcomes are the prime responsibility of the District Health Board). Making progress towards achieving the community outcomes needs to be a collective effort - it is not only up to the Council. Importantly, it should not be the role of Local Government, which is ratepayer funded, to address issues which have traditionally been the role of Central Government.

Community outcome processes encourage Central Government to work with Council in identifying common goals for achieving community outcomes. They also facilitate the allocation of lead responsibility for the delivery of the required community services.

The services of Central Government departments and agencies, such as health care and policing are principal contributors to achieving community outcomes by providing funding, advice, monitoring information and other resources.

2.2.1 Council's Contribution to Community Outcomes

Council's contribution is divided into the following four basic categories:

Provider
Council provides some or all of the services related to the Community Outcome, albeit as sole provider, partial funder or in partnership with another organisation.
Regulator
Council has the legal responsibility to regulate many activities and also enforces its own bylaws and plans.
Facilitator
Council will encourage, enable and in some cases assist with funding of others to be involved in these activities.
Advocate
Council will promote the interest of the District and Community to other decision makers such as investors and Government Departments to encourage provision of facilities in the District.

The following table sets out how Council's activities assist the community to achieve the community outcomes. Each group of Council activities has been designed to ensure effective alignment between community well-being, the community's outcomes and Council's role.

As can be seen most of the outcomes are addressed by more than one of Council's activities which demonstrates the diverse nature of both Council and the community it serves.

Our People, Our Place, Our Future

Well-beings the Community Outcomes give effect to	CO No.	Council's Role	Contribution of Council Activities to the Community Outcomes										
			Community and Cultural Sustainability Group of Activities				Environmental Sustainability Group of Activities				Economic Sustainability Group of Activities		
			Leadership	Community Facilities	Community Development	Regulation and Safety	Solid Waste Management	Stormwater	Sewerage	Resource Management	Water Supply	Land Transport	Investments
Social Cultural	CO1	Advocate Regulator	✔	✔	✔								
Social Economic	CO2	Advocate Facilitator	✔		✔								
Social Economic	CO3	Advocate Facilitator Provider	✔	✔	✔								
Cultural Economic Environmental	CO4	Provider	✔								✔		
Cultural Economic Environmental	CO5	Provider	✔						✔				
Economic Environmental	CO6	Regulator Facilitator	✔	✔		✔				✔			
Social Economic	CO7	Advocate Facilitator	✔	✔	✔		✔		✔	✔	✔	✔	✔
Social Economic	CO8	Advocate Facilitator	✔	✔		✔				✔		✔	
Social Cultural Economic Environmental	CO9	Regulator Facilitator	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Social Economic Environmental	CO10	Advocate Provider	✔	✔		✔				✔			

			Contribution of Council Activities to the Community Outcomes										
			Community and Cultural Sustainability Group of Activities				Environmental Sustainability Group of Activities				Economic Sustainability Group of Activities		
Well-beings the Community Outcomes give effect to	CO No.	Council's Role	Leadership	Community Facilities	Community Development	Regulation and Safety	Solid Waste Management	Stormwater	Sewerage	Resource Management	Water Supply	Land Transport	Investments
Social Economic	CO11	Advocate Provider	✔			✔		✔		✔		✔	✔
Social Economic Environmental	CO12	Advocate Regulator Facilitator	✔	✔		✔	✔	✔	✔	✔	✔	✔	
Economic Environmental	CO13	Advocate Regulator	✔			✔							
Social Cultural Economic Environmental	CO14	Advocate Provider Regulator	✔	✔		✔				✔		✔	
Cultural Environmental	CO15	Provider Regulator	✔			✔	✔						
Social Economic	CO16	Advocate Facilitator	✔	✔	✔						✔		
Social Economic	CO17	Advocate	✔		✔								
Social Economic	CO18	Advocate	✔	✔	✔	✔							
Social Cultural Economic	CO19	Advocate	✔		✔								
Social Cultural Environmental	CO20	Advocate Facilitator Provider	✔	✔	✔								
Social Economic	CO21	Advocate	✔		✔								

2.2.2 Contributions of Other Key Stakeholders

The following table summarises the other key stakeholders/organisations that Council will work with to help achieve the community's outcomes.

Well-beings the Community Outcomes give affect to	CO No.	Council's Role	Key Central Government and other Agencies and Stakeholders contributing to achieving Community Outcomes
Social **Cultural**	CO1	Advocate Regulator	Ministry for Culture and Heritage NZ Historic Places Trust Te Puni Kokiri Maniapoto Maori Trust Board
Social **Economic**	CO2	Advocate Facilitator	Ministry of Economic Development Telecom Providers
Social **Economic**	CO3	Advocate Facilitator Provider	Ministry of Tourism Tourism NZ Other Tourism Organisations
Cultural **Economic** **Environmental**	CO4	Provider	Ministry of Health Environment Waikato
Cultural **Economic** **Environmental**	CO5	Provider	Ministry of Health Environment Waikato
Economic **Environmental**	CO6	Regulator Facilitator	Landcorp Farming Limited Ministry for the Environment Ministry for Agriculture and Forestry
Social **Economic**	CO7	Advocate Facilitator	Ministry of Economic Development Local Business Groups
Social **Economic**	CO8	Advocate Facilitator	Ministry of Economic Development Local Business Groups
Social **Cultural** **Economic** **Environmental**	CO9	Regulator Facilitator	Ministry for Culture and Heritage Sport and Recreation NZ Local Sports and Culture Groups Ministry of Economic Development Local Business Groups
Social **Economic** **Environmental**	CO10	Advocate Provider	Ministry for Housing Housing NZ Corporation Local Business Organisations
Social **Economic**	CO11	Advocate Provider	NZ Transport Agency KiwiRail Ontrack Environment Waikato

Our People, Our Place, Our Future

Well-beings the Community Outcomes give affect to	CO No.	Council's Role	Key Central Government and other Agencies and Stakeholders contributing to achieving Community Outcomes
Social **Economic** **Environmental**	CO12	Advocate Regulator Facilitator	Ministry for the Environment Department of Conservation Queen Elizabeth II Trust Environment Waikato
Economic **Environmental**	CO13	Advocate Regulator	Ministry for the Environment Ministry of Economic Development Transpower Environment Waikato
Social **Cultural** **Economic** **Environmental**	CO14	Advocate Provider Regulator	Department of Conservation Ministry for the Environment Environment Waikato
Cultural **Environmental**	CO15	Provider Regulator	Environment Waikato Ministry for the Environment
Social **Economic**	CO16	Advocate Facilitator	Local Community Groups Local Business Organisations
Social **Economic**	CO17	Advocate	Department of Labour Ministry of Social Development WINZ Local Business Organisations
Social **Cultural**	CO18	Advocate	Ministry of Health Waikato District Health Board Maniapoto Maori Trust Board Order of St John's Health and Disability Commission
Social **Cultural** **Economic**	CO19	Advocate	Ministry of Education Community Education Organisations
Social **Cultural** **Environmental**	CO20	Advocate Facilitator Provider	Ministry of Culture and Heritage Sport and Recreation NZ Local Culture and Sports Organisations
Social **Economic**	CO21	Advocate	All Government Agencies Delivering Direct Public Services

Our People, Our Place, Our Future

2.3 Monitoring Progress towards Community Outcomes

The Community Outcomes are, as the words imply, outcomes that the community wants to progress towards. There are different agencies and stakeholders involved in the journey towards achieving these aspirations of the community. Council is one such stakeholder. Council has also been given the responsibility, under legislation, to monitor the progress made in achieving the Community Outcomes and report back to the community at least once every three years.

Council reports yearly to the community on how it has fared as an organisation in achieving the objectives arising from the Community Outcomes as part of its Annual Report. However this only shows a part of the overall picture. As previously stated, other agencies have been closely involved in developing the Community Outcomes for the 2006-16 LTCCP and also need to be part of the process to monitor progress towards these Outcomes. These organisations have a responsibility to supply Council with information on the progress they have made through their own areas of responsibility. Council will then be able to prepare a comprehensive report on the overall achievements.

While Council may decide for itself how it will monitor and report progress against achieving the Community's Outcome, it must first seek the agreement of the above stakeholders to the monitoring and reporting procedures, including the incorporation of any research, monitoring, or reporting undertaken by these organisations and groups.

During 2009/10, Council plans to establish an inter-agency group comprising representatives from each of the organisations who hold a lead role in influencing either the identification or promotion of Community Outcomes. The group will be charged with establishing an agreed framework for monitoring and reporting, once every three years, progress against each outcome.

Some of the lead indicators that Council use for monitoring progress against Community Outcomes are income level within the community, deprivation index, education levels and employment levels. The inter-agency group will also be charged with developing further lag indicators to enable effective monitoring of progress towards the established Community Outcomes.

Given past reservations expressed about the process used in identifying the community's outcomes ahead of the 2006 LTCCP, and the more pressing need to concentrate on moving to a position of prudent financial management and financial sustainability, the priority over the next three years will be identification of the next generation of community outcomes in readiness for the 2012 – 2022 LTP. The outcome of this process will be a fresh set of community outcomes complete with stakeholder buy-in and a new set of measures to be used to monitor and report on progress. In Council's view, this will be a more prudent use of its resources given the situation in 2006 leading to this point.