

Notice of Meeting:

I hereby give notice that an ordinary Meeting of the Community and Services Committee will be held on:

Date: Tuesday 17 April 2018
Time: 9.30am
Meeting Room: Council Chamber
Venue: Municipal Building, Garden Place, Hamilton

Richard Briggs
Chief Executive

Community and Services Committee OPEN AGENDA

Membership

| | |
|--------------------|--------------------------|
| Chairperson | Cr P Southgate |
| Deputy Chairperson | Deputy Mayor M Gallagher |
| Members | Mayor A King |
| | Cr M Bunting |
| | Cr J R Casson |
| | Cr S Henry |
| | Cr D Macpherson |
| | Cr G Mallett |
| | Cr A O'Leary |
| | Cr R Pascoe |
| | Cr G Taylor |
| | Cr L Tooman |
| | Cr R Hamilton |

Quorum: A majority of members (including vacancies)

Meeting Frequency: Six weekly

Lee-Ann Jordan
Governance Manager

11 April 2018

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www.hamilton.govt.nz

Purpose

The Community and Services Committee is responsible for:

1. Guiding and monitoring the provision of strategic community infrastructure and services to meet the current and future needs of the city and its communities.
2. Governance of recreational, event, and community facilities and amenities.
3. Facilitating community and stakeholder involvement and discussion on community infrastructure, community safety and community wellbeing matters.
4. Ensuring Hamilton is performing to the highest standard in the area of civil defence and emergency management.
5. Funding to benefit the social, cultural, arts and environmental wellbeing of communities in Hamilton.

In addition to the common delegations on page 9, the Community and Services Committee is delegated the following Terms of Reference and powers:

Terms of Reference:

1. To provide direction on strategic priorities and resourcing for community infrastructure aligned to city development and oversight of strategic projects associated with those activities.
2. To develop policy, approve community-related strategies and plans, and monitor their implementation.
3. To receive and consider presentations and reports from stakeholders, government departments, organisations and interest groups on community development and wellbeing issues and opportunities.
4. To monitor Hamilton's social demographics and social climate to assess current and future impacts on the Council and Hamilton communities.
5. To monitor the performance of Hamilton's civil defence and emergency management response against Council's requirements under the Civil Defence Emergency Management Act including:
 - a. implementation of Government requirements;
 - b. contractual service delivery arrangements with the Waikato Regional Group Emergency Management Office
2. To determine the funding priorities for the Community Grants Allocation Committees, in line with the Community Assistance Policy, Long Term Plan and Annual Plan.
3. To determine the priority of Council projects suitable for contestable and philanthropic funding, excluding NZTA funding.
4. To make decisions on event sponsorship applications in accordance with the Event Sponsorship Policy and within the approved budget, and monitor any grants made to external organisations under that policy.
5. To coordinate and make decisions on proposals, applications for external funding, and the distribution of Council funding and funding provided to Council for public art, recreational and community facilities and amenity.

6. To monitor and oversee the delivery of Council's non-financial performance and non-financial key projects, against the Long Term Plan, excluding key performance indicator reporting which is the responsibility of the Finance Committee .

The Committee is delegated the following powers to act:

- Approval of Reserve Management Plans.
- Performing the Council's functions, powers and duties (excluding those matters reserved to the Council by law, by resolution of the Council or as otherwise delegated by Council) under the Burial and Cremation Act and the Reserves Act.
- Approval of purchase or disposal of land for parks and reserves required for designated works or other purposes within the Committee's area of responsibility which exceeds the Chief Executive's delegations and is in accordance with the Annual Plan or Long Term Plan.
- Approval of applications for Council projects suitable for contestable and philanthropic funding.
- Approval or otherwise of event sponsorship applications in compliance with the Event Sponsorship Policy and approved budget.
- Approval of funding for recreational and community facilities and amenities in accordance with the Long Term Plan.
- Approval of public art proposals put forward by the community and/or Council in accordance with the Public Art Development Process and approved budget.

The Committee is delegated the following recommendatory powers:

- The Committee may make recommendations to Council.
- The Committee may make recommendations to other Committees.

Oversight of Policies:

- *Citizens Initiated Referenda Policy*
- *City Honours Policy*
- *Class 4 Gambling Venue Policy*
- *Community Assistance Policy*
- *Community Occupancy Policy*
- *Disability Policy*
- *Dog Control Policy*
- *Event Sponsorship Policy*
- *External Funding Applications Policy*
- *Hamilton City Smoke-Free Environment Policy*
- *International Relations Policy*
- *Naming of Roads, Open Spaces and Council Facilities Policy*
- *Provisional Local Alcohol Policy*
- *Psychoactive Substances (Local Approved Products) Policy*
- *Public Places Policy (cross-over with Finance Committee)*
- *TAB Board Venue Policy*

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1 Apologies

2 Confirmation of Agenda

The Committee to confirm the agenda.

3 Declaration of Interest

Members are reminded of the need to be vigilant to stand aside from decision making when a conflict arises between their role as an elected representative and any private or other external interest they might have.

4 Public Forum

As per Hamilton City Council's Standing Orders, a period of up to 30 minutes has been set aside for a public forum. Each speaker during the public forum section of this meeting may speak for three minutes or longer at the discretion of the Chair.

Please note that the public forum is to be confined to those items falling within the terms of the reference of this meeting.

Speakers will be put on a Public Forum speaking list on a first come first served basis in the Council Chamber prior to the start of the Meeting. A member of the Council Democracy Team will be available to co-ordinate this. As many speakers as possible will be heard within the allocated time.

If you have any questions regarding Public Forum please contact Democracy by telephoning 07 838 6439.

Council Report

Item 5

Committee: Community and Services Committee
Date: 17 April 2018
Author: Amy Viggers
Authoriser: Becca Brooke
Position: Committee Advisor
Position: Governance Team Leader
Report Name: Confirmation of Community and Services Minutes - 27 February 2018

| | |
|----------------------|-------------|
| Report Status | <i>Open</i> |
|----------------------|-------------|

Staff Recommendation

That the Committee confirm the Open Minutes of the Community and Services Committee Meeting held on 27 February 2018 as a true and correct record.

Attachments

Attachment 1 - Community and Services Unconfirmed Open Minutes - 27 February 2018

Community and Services Committee

OPEN MINUTES

Minutes of a meeting of the Community and Services Committee held in Council Chamber, Municipal Building, Garden Place, Hamilton on Tuesday 27 February 2018 at 9.30am.

PRESENT

| | |
|--------------------|--------------------------|
| Chairperson | Cr P Southgate |
| Deputy Chairperson | Deputy Mayor M Gallagher |
| Members | Mayor A King |
| | Cr M Bunting |
| | Cr J R Casson |
| | Cr S Henry |
| | Cr D Macpherson |
| | Cr G Mallett |
| | Cr A O'Leary |
| | Cr R Pascoe |
| | Cr G Taylor |
| | Cr L Tooman |
| | Cr R Hamilton |

In attendance:

- Richard Briggs – Chief Executive
- Lance Vervoort - General Manager Community
- Kelvyn Eglinton - General Manager City Growth
- Helen Paki – Business and Planning Manager
- Debbie Lascelles – Community Services Manager
- Andy Mannering – Manager of Social Development
- Maria Barrie – Acting Unit Manager Parks and Open Spaces
- Jeff Neems – Communications Advisor
- Nick Chester – Social Development Advisor
- Joanna van Walraven – Policy and Strategy Advisor
- Fungai Mhlanga – Senior Community Advisor
- Lisa Topcsov – Partnership and Sponsorship Manager
- Natasha Ryan – Key Projects Manager
- Karen Kwok – Team Leader Recreation and Community Facilities

Dame Peggy Koopman-Boyden - Chair of Hamilton's Age Friendly Steering Group

Governance Staff:

- Lee-Ann Jordan – Governance Manager
- Claire Guthrie, Amy Viggers, and Rebecca Watson – Committee Advisors

The meeting opened with the acknowledgement of the passing of Bob Eyeington a former CEO of Hamilton City Council and Freedom of the City Holder.

1. Apologies

There were no apologies.

2. Confirmation of Agenda

Resolved: (Crs Bunting/Henry)

That the agenda is confirmed, noting that there were changes to item 6 (*Chair's Report – 27 February 2018*) attachment 2 (*Community and Services Schedule of Reports 2018*) and an updated version was circulated to Elected Members and will be attached to the minutes as appendix one.

3. Declarations of Interest

Cr Hamilton noted that his mother was a member of TOTI in relation to item 8 (Upgrade of Hilda Ross Place/Plaza). He would still take part in the decision on the matter as he was able to be impartial.

4. Public Forum

Margaret Evans (TOTI Representative) spoke to item 8 (Upgrade of Hilda Ross Place/Plaza) in support of option 2 a \$50,000 upgrade to the area that would surround the statue of Dame Hilda Ross.

5. Confirmation of the Community and Services Committee Open Minutes - 31 October 2017

Resolved: (Crs Casson/Bunting)

That the Committee confirm the Open Minutes of the Community and Services Committee Meeting held on 31 October 2017 as a true and correct record.

6. Chair's Report - 27 February 2018

The report was taken as read. The Chair responded to questions from Elected Members concerning the need for further discussion on how the Community and Services Committee terms of reference could be updated to reflect the committee name being changed to the Community Services and Environment Committee. Staff clarified that the Central City Transformation Plan review was on the action list, not the Plan itself. It was identified that discussions on grants were to occur during consideration of the draft 10 Year Plan 2018-28.

Resolved: (Crs Bunting/Henry)

That the Community and Services Committee:

- a) receives the report; and
- b) approves the 2018 Community and Services Committee Report Schedule.

7. Age Friendly Hamilton Plan

The Social Development Advisor and Dame Peggy Koopman-Boyden introduced the report noting that it was a community led project and the role of Council was to endorse the Hamilton Age Friendly Plan. They responded to questions from Elected Members concerning the work that the steering group planned to complete over the following year and the responsible agency sponsoring each project.

Staff undertook to provide 6 monthly updates on the progress of the projects within the Hamilton Age Friendly Plan.

Resolved: (Crs Southgate/Henry)

That the Community and Services Committee:

- a) endorses the Hamilton Age Friendly Plan; and
- b) supports the submission of the Age Friendly Plan to the World Health Organisation.

8. Upgrade of Dame Hilda Ross Place/Plaza (*Recommendation to Council*)

The Acting Unit Manager Parks and Open Spaces introduced the report noting the funding and risks for each of the three options outlined in the report. Staff responded to questions from Elected Members on the need for funding options to remain open to lessen the costs to Council; the consultation with affected businesses that was to occur once the design of the space was agreed to; and the lifespan of the paving in the space.

Motion: (Cr Southgate/Deputy Mayor Gallagher)

That Community and Services Committee:

- a) receives the report; and
- c) recommends to Council that up to \$50,000 be allocated to complete this project and that this be added to Risks and Opportunities, noting this could be covered by a saving from a capital project.

Amendment: (Crs Hamilton/Mallett)

That Community and Services Committee:

- a) receives the report; and
- c) recommends to Council that up to \$25,000 be allocated to complete this project and that this be added to Risks and Opportunities, noting this could be covered by a saving from a capital project.

The Amendment was put.

Those for the Amendment: Councillors Bunting, Mallett, Taylor and Hamilton.

Those against the Amendment: Mayor King, Councillors Casson, Gallagher, Henry, Macpherson, O'Leary, Pascoe, Southgate and Tooman.

The Amendment was declared lost.

The Motion was then put.

Those for the Motion: Mayor King, Councillors Southgate, Casson, Gallagher, Henry, Macpherson, Pascoe and Bunting, Mallett, Taylor and Hamilton.

Those against the Motion: Councillors Tooman and O'Leary.

The Motion was declared carried.**Resolved:** (Cr Southgate/Deputy Mayor Gallagher)

That Community and Services Committee:

- a) receives the report; and
- c) recommends to Council that up to \$50,000 be allocated to complete this project and that this be added to Risks and Opportunities, noting this could be covered by a saving from a capital project.

The meeting adjourned from 11.40 – 1.00pm.**9. General Manager's Report**

The General Manager Community introduced the report, noting there may be some time issues with regards to the Council formally approving an application for funding from the Tourism Infrastructure Fund.

Staff responded to questions from Elected Members concerning:

- progress of Waterworld's upgrade, which was ahead of schedule;
- completed remediation work on the floors at The Peak; and
- possible causes for the decline in visitor numbers to Hamilton Gardens.

Resolved: (Crs Casson/Henry)

That the Community and Services Committee:

- a) receives the report; and
- b) delegates authority to the General Manager, Community to submit a funding application to the Tourism Infrastructure Fund for either or both the Waiwhakareke Nature Heritage Park or Hamilton Gardens development projects, should the timeframes for applications of this fund not allow staff to seek approval in the normal manner through the Community and Services Committee or Council.

10. Draft Open Space Provision Policy

The Senior Planner, Business and Planning, spoke to the report, outlining the development of the Draft Open Spaces Policy. He noted that public consultation was recommended in respect of the draft policy. Staff responded to questions from Elected Members concerning how the policy was to work in with other policies such as the draft Age Friendly Hamilton plan, and the requirement to future proof open spaces due to increasing housing intensification and extension of the city boundaries.

Staff undertook to provide updates to Elected Members through the General Manager's report on discussions with the Ministry of Education and individual schools regarding public use of schools green spaces.

Resolved: (Crs Macpherson/Bunting)

That the Community and Services Committee approves the draft Open Space Provision Policy for public consultation.

11. Bowls and Croquet Update

The report was taken as read. Staff responded to questions from Elected Members concerning when the leases for current Council owned bowls clubs were due to expire and the number of private clubs that could provide for the remaining players of bowls and croquet should the leases not be renewed.

Resolved: (Crs Casson/Hamilton)

That the Community and Services Committee receives the report.

12. Community Occupancy Agreements - Bristol Park, Fairfield Park Hall, Celebrating Age Centre

The Manager, Social Development introduced the report. Staff responded to questions from Elected Members concerning the discussions staff had had with each community group to ensure the best outcome for the community as well as the leaseholder, and the length of leases.

Resolved: (Crs Bunting/Tooman)

That the Community and Services Committee:

- a) approves a new community group licence to occupy under s54(1)(b) of the Reserves Act 1977, to Hamilton Radio Control Car Club Incorporated for 3,000m² of land at Bristol Park, being Part Lot 43 DPS 15960, subject to the following terms and conditions:
 - i. Term - five years;
 - ii. Rent - \$825.00 plus GST per annum in accordance with the Community Occupancy Policy; and
 - iii. All other terms and conditions in accordance with the Community Occupancy Policy and Community Occupancy Guidelines.

Resolved: (Crs Bunting/Casson)

- b) approves a new community group lease, under s54(1)(b) of the Reserves Act 1977, to Te Whare o Te Ata for Fairfield Park Hall at Fairfield Park with a building area of 395m², being Part Lot 66 DPS 4963, subject to the following terms and conditions:
 - i. Term - five years commencing 1 July 2018;
 - ii. Rent - \$1,728.13 plus GST per annum (plus maintenance and utility charges) in accordance with the Community Occupancy Policy; and
 - iii. All other terms and conditions in accordance with the Community Occupancy Policy and Community Occupancy Guidelines.

Motion: (Crs Bunting/Casson)

- c) approves a new community group lease, to Age Concern Hamilton for a building area of 1,007m² in the Celebrating Age Centre, located at Pt Allot 443 TN of Hamilton West, subject to the following terms and conditions:
 - i. Term – one year trial and evaluation commencing 1 July 2018;
 - ii. Rent - \$9,440.63 plus GST per annum (plus maintenance and utility charges) in accordance with the Community Occupancy Policy; and
 - iii. All other terms and conditions in accordance with the Community Occupancy Policy and Community Occupancy Guidelines.

Amendment: (Deputy Mayor Gallagher/Cr Hamilton)

- c) approves a new community group lease, to Age Concern Hamilton for a building area of 1,007m² in the Celebrating Age Centre, located at Pt Allot 443 TN of Hamilton West, subject to the following terms and conditions:
 - i. Term - five years commencing 1 July 2018;
 - ii. Rent - \$9,440.63 plus GST per annum (plus maintenance and utility charges) in accordance with the Community Occupancy Policy; and
 - iii. All other terms and conditions in accordance with the Community Occupancy Policy and Community Occupancy Guidelines; and
 - iv. That this arrangement be reviewed after 2 years and the outcome of the review be reported back to Council.

The Amendment was put.

Those for the Amendment: Mayor King, Councillors Bunting, Mallett, Taylor, Gallagher, Macpherson, O'Leary, Pascoe, Southgate and Hamilton.

Those against the Amendment: Councillors Casson, Tooman and Henry.

The Amendment was declared carried.

The Amendment as the Substantive Motion was then put and declared carried.

Resolved: (Deputy Mayor Gallagher/Cr Hamilton)

- c) approves a new community group lease, to Age Concern Hamilton for a building area of 1,007m² in the Celebrating Age Centre, located at Pt Allot 443 TN of Hamilton West, subject to the following terms and conditions:
 - i. Term - five years commencing 1 July 2018;
 - ii. Rent - \$9,440.63 plus GST per annum (plus maintenance and utility charges) in accordance with the Community Occupancy Policy; and
 - iii. All other terms and conditions in accordance with the Community Occupancy Policy and Community Occupancy Guidelines; and
 - iv. That this arrangement be reviewed after 2 years and the outcome of the review be reported back to Council.

13. Central City Safety Strategy 2018-21 (*Recommendation to Council*)

The Community Services Manager spoke to the report, noting the success that had been achieved through the 2014-17 Central City Safety Plan. Staff responded to questions from Elected Members concerning business as usual components such as staff training and procedures. The Central City Safety Strategy covered new action points that would be reported against annually and would be funded within the current budget.

Resolved: (Crs O’Leary/Bunting)

That the Community and Services Committee:

- a) recommends that Council approves the Central City Safety Strategy 2018-21; and
- b) requests that staff report back with a twelve month action list at the 2 August 2018 Council meeting.

14. Resolution to Exclude the Public

Resolved: (Crs Southgate/Casson)

Section 48, Local Government Official Information and Meetings Act 1987

The following motion is submitted for consideration:

That the public be excluded from the following parts of the proceedings of this meeting, namely consideration of the public excluded agenda.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution follows.

| General subject of each matter to be considered | Reasons for passing this resolution in relation to each matter | Ground(s) under section 48(1) for the passing of this resolution |
|--|--|--|
| C1. Confirmation of the Community and Services Committee Public Excluded Minutes - 31 October 2017 |) Good reason to withhold information exists under Section 7 Local Government Official Information and Meetings Act 1987 | Section 48(1)(a) |

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public, as follows:

Item C1. to protect the privacy of natural persons Section 7 (2) (a)

The meeting moved to a Public Excluded session at 3.06pm.

The meeting was declared closed at 3.07pm.

Council Report

Item 6

Committee: Community and Services Committee
Date: 17 April 2018
Author: Lance Vervoort
Authoriser: Lance Vervoort
Position: General Manager Community
Position: General Manager Community
Report Name: General Manager's Report

| | |
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| Report Status | <i>Open</i> |
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Purpose

1. To seek approval from the Committee to broaden the scope of projects approved to submit funding applications to the Tourism Infrastructure Fund.
2. To provide an update to the Committee of concerns raised at network and interagency meetings for this quarter.

Staff Recommendation

3. That the Community and Services Committee:
 - a) receives the report; and
 - b) approves an extension to the scope of projects approved to submit a funding application to the Tourism Infrastructure Fund to include 2017/2018 River development projects; Ferrybank to VOTR Master Plan; CBD- Jetty Upgrade; VOTR to Embassy Park Connection; Museum to Grantham Street Accessible Path; Vegetation Management Plan; Wayfinding Strategy; Riverside Revetment; Municipal Pool Demolition and Grantham Street Carpark.

4. Applications to Tourism Infrastructure Fund

5. At the 27 February 2018 C & S Committee meeting it was resolved that delegated authority be given to the General Manager Community to submit funding application/s to the Tourism Infrastructure Fund for either or both Waiwhakareke and or Hamilton Gardens Development Projects.
6. The Tourism Infrastructure Fund has now released further information to help ensure applications received are best aligned with the fund.

7. Given this new information, we now seek approval to broaden the scope of possible applications to cover 2017/2018 River development projects including:
 - Ferrybank to VOTR Master Plan;
 - CBD- Jetty Upgrade;
 - VOTR to Embassy Park Connection;
 - Museum to Grantham Street Accessible Path;
 - Vegetation Management Plan;
 - Wayfinding Strategy and Riverside Revetment
 - Municipal Pool Demolition
 - Grantham Street Carpark
8. These projects show strong alignment with the funds Priority Statement, criteria and new information put out by MBIE to support applications, these are attached for your information.
9. Staff will ensure these factors along with getting the best outcome are considered as we progress. Staff will report back retrospectively on application/s submitted to the Community and Services Committee.

10. Interagency Meetings Update

The Community and Social Development team have facilitated 18 network and interagency meetings in 2018. Concerns from community members have been raised in these forums around the following issues:

- The impacts on families due to the ongoing shortage of affordable and emergency housing within the city;
 - The recent increase of bike thefts and associated anti-social behaviour from large gatherings of bikers;
 - The increased incidents of violent assaults.
11. St Andrew DIA and HCC Community Development Collaboration

A small group of community members have approached Council requesting support to establish a community house in St Andrews. Council's Community and Social Development Team have embarked on a needs assessment in partnership with the Department of Internal Affairs (DIA) to explore and determine whether there is wider community support for the initiative. Several meetings have taken place with local organisations represented resulting in a steering group being formed.
 12. Rototuna/Flagstaff Community Hub Project

The Community and Social Development team have been working alongside and supporting the North-East Community Hub in the Rototuna/Flagstaff area of Hamilton. Over the past year Council has supported the North-East Community Hub on the following initiatives as part of community development in the area:

 - The flagstaff Book Exchange
 - Feasibility work to partner with DIA to access financial resources and technical support
 - Community Engagement via "Big Idea Cards" and "Flying Sofa Sessions" encouraging community members to share what they see as aspirations for the area and the ideas and contributions they can make to increase community wellbeing in North East Hamilton
 13. Community Safety Concerns

Community members from across the city have raised safety concerns around robberies and physical assaults that have occurred in Hamilton over recent months. This issue was expressed strongly at a number of meetings over the last couple of months including, a Dinsdale safety

public meeting, a Crawshaw public meeting, the Settlement Centre 10-Year Plan pre-consultation meeting, individual shop owners approaching Council, and the Rototuna safety meeting. The community have repeatedly articulated the desire to have community Police constables stationed back in the community, alongside the successful prosecution of offenders. Council is working with individual businesses, concerned individuals and the Police to help address these community concerns.

14. Oranga Tamariki – Ministry For Children

Oranga Tamariki are looking to set up a community hub for staff and social workers in the Nawton and Fairfield areas. Family group conferences will be hosted from the hubs, allowing the Ministry to work more closely with families and the community to achieve better outcomes for young people.

Attachments

Attachment 1 - TIF eligibility quick check guide April 2018

Attachment 2 - TIF Round Two Priorities April 2018

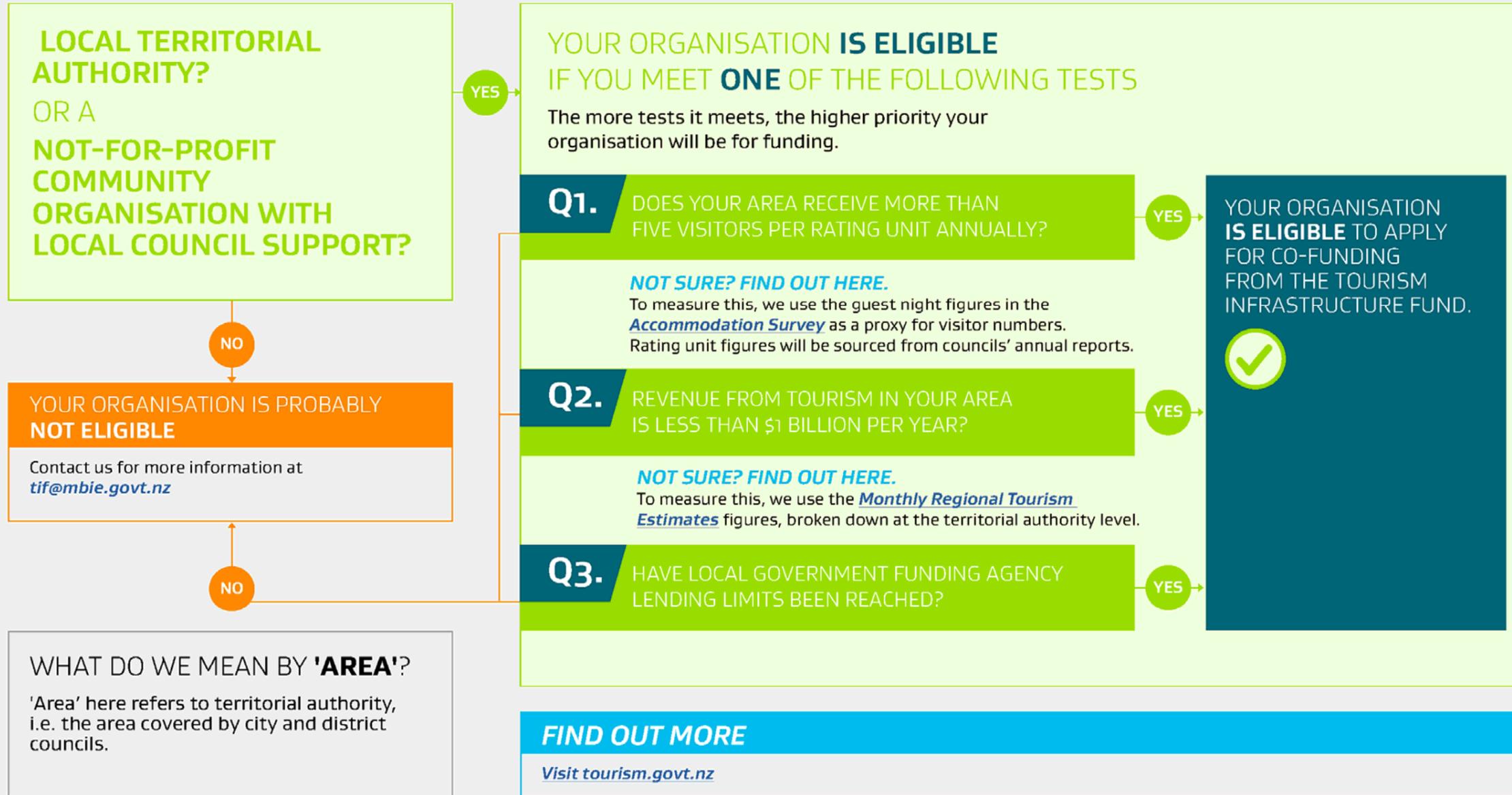
TOURISM INFRASTRUCTURE FUND – CHECK YOUR ELIGIBILITY

 **MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT**
HIKINA WHAKATUTUKI

New Zealand Government



TOURISM INFRASTRUCTURE FUND – IS YOUR ORGANISATION ELIGIBLE TO APPLY?



TOURISM INFRASTRUCTURE FUND – SELECTING A PROJECT

STEP 1: Identify an infrastructure project that will be used by visitors and the general public

STEP 2: Check your project is in scope

IN SCOPE 

- > Carparks
- > Toilets
- > Freedom camping facilities
- > Visitor-related sewerage and water systems
- > Transport capital projects not funded by NZTA
- > Safety upgrades to public spaces, such as shelters
- > Supporting infrastructure for natural attractions
- > Feasibility studies for related projects

POSSIBLY IN SCOPE –  will be considered on a case-by-case basis

- > Signage (excluding marketing signage)
- > Rest stop facilities on main touring routes
- > Cruise-related infrastructure (excluding berths)
- > Cycleways not funded by NZTA or MBIE

OUT OF SCOPE

| | | |
|--|--|---|
| <p>> Infrastructure with alternative government funding, such as:</p> <ul style="list-style-type: none"> > Great Rides of the New Zealand Cycle Trail > Mobile device coverage > Public attractions, including museums > Transport projects funded by NZTA | <p>> Commercial or semi-commercial facilities, such as:</p> <ul style="list-style-type: none"> > Conference/function facilities > Marine facilities such as cruise ship berths and marinas > Airports > Sport facilities > Private attractions > Worker or visitor accommodation | <p>> Other exclusions:</p> <ul style="list-style-type: none"> > Stormwater systems > Urban space projects other than those listed above > Ongoing maintenance > i-Sites |
|--|--|---|

STEP 3: Check your project fits the criteria

 Will it be used predominantly by visitors?
 Is it a new or enhanced facility?
 Are you seeking co-funding of over \$100,000?
 Are you seeking co-funding for construction costs only?
 Are you sure your project does not compete with local businesses/commercial activities?

STEP 4: Maximise your chance of getting funded

 **Ensure your project:**

- > aligns with the priorities identified in the Priorities Statement
- > will help visitors have a better experience in your region
- > has a cost-effective design
- > contributes to broader community support for tourism in the area
- > meets regulatory requirements.

YOUR PROJECT IS PROBABLY NOT ELIGIBLE
 Contact us for more information at tif@mbie.govt.nz

FIND OUT MORE
 Visit tourism.govt.nz



TOURISM INFRASTRUCTURE FUND – HELPFUL HINTS FOR SUCCESSFUL APPLICATIONS

IN ROUND ONE Successful applicants were able to:



- > demonstrate a capacity constraint that resulted from visitor growth
- > propose a solution that addresses the identified capacity constraint – including other options that were considered and rejected
- > provide data and evidence of visitor demand to support their claim
- > demonstrate clear visitor benefits and local community support for the proposed project
- > contribute a level of co-funding in line with their financial position (as reflected in the required independent financial assessment).

APPLICATIONS Were unsuccessful because:



- > the proposed project did not fit within the eligibility criteria, for example:
 - swimming pools
 - children's playgrounds
 - community centres
- > the proposed project was not to address a capacity constraint, but rather to attract more visitors to the region
- > the proposed project was primarily for the benefit of the local population and did not deliver benefits for visitors
- > there wasn't enough information provided for the application to be properly assessed.

QUESTIONS?

Email us at tif@mbie.govt.nz

FIND OUT MORE

Visit tourism.govt.nz



Tourism Infrastructure Fund – round two Priorities Statement

Many regions have identified tourism as an opportunity for economic growth. The Government has therefore included the Tourism Infrastructure Fund in its provincial growth programme.

The purpose of the Tourism Infrastructure Fund is to provide financial support for local visitor-related public infrastructure where tourism growth (domestic and international) is placing pressure on, or potential growth is constrained by, existing infrastructure and where the local community is unable to respond in a timely way without assistance.

The Government approved \$14,222,594 of funding for 34 applications in round one of the TIF. The tourism industry continues to experience exceptional growth and it is important to ensure fit-for-purpose infrastructure to realise the benefits of this growth, while maintaining broader community support for tourism in the area.

Government's priorities for round two

All TIF applications will be assessed against the TIF eligibility and assessment criteria agreed by Cabinet. This Priorities Statement indicates the sorts of eligible projects that will be given priority (but not exclusive) access to TIF funding in round two.

Round two of the of TIF will continue the focus on prioritising projects that **demonstrate immediate need for additional visitor-related public infrastructure in order to meet current visitor demand**, and providing support for feasibility studies, on a case-by-case basis.

In addition, I would also like to see a greater emphasis on applications that are able to **demonstrate innovative approaches to the sustainability of the investment**. Examples of this include recovering maintenance costs through charging apps and 'smart' rubbish compactors that alert the collection company when the compactors are full. Sustainable investment ensures that visitors contribute to the ongoing costs of infrastructure.

Further details

Further information on the TIF, including the eligibility and assessment criteria, can be found on MBIE's website at

<http://www.mbie.govt.nz/info-services/sectors-industries/tourism/tourism-infrastructure-fund>



Hon Kelvin Davis
Minister of Tourism

Council Report

| | | | |
|---------------------|--|--------------------|---------------------------|
| Committee: | Community and Services Committee | Date: | 17 April 2018 |
| Author: | Debbie Lascelles | Authoriser: | Lance Vervoort |
| Position: | Community Services Manager | Position: | General Manager Community |
| Report Name: | Service Delivery Review of Community Development Services delivered by Hamilton City Council | | |

| | |
|----------------------|-------------|
| Report Status | <i>Open</i> |
|----------------------|-------------|

Purpose

1. To inform the Community and Services Committee on the findings of the review of Community Development services.
2. To seek approval from the Community and Services Committee to continue with the current service delivery model and deliver Community Development services in-house, utilising recommendations from the review to optimise the service.

Staff Recommendation

3. That the Community and Services Committee:
 - a) approves the status quo, in-house model for the delivery of Community Development Services;
 - b) notes that a facilitated workshop will be held for Elected Members to provide information and allow for input into the Community Development Strategy; and
 - c) notes that management will utilise the recommendations in the Hamilton City Council Community Development Strategy (Attachment 1) to optimise the Community Development service.

Executive Summary

4. As a result of an Elected Member Briefing on 3 October 2017 staff engaged a consultant to review Community Development services, including a review of different services delivery models.
5. The review included interviews with elected members, staff and key community agencies, review of key organisational documents, benchmarking and a review of key literature about community development.
6. This report presents the findings of the review of Community Development Services and requests a decision to be made about the way these services are delivered in the future.
7. Staff recommend that the service is continued to be delivered in-house, utilising the recommendations that the consultant has made to optimise the service.

8. Staff consider the decision in this report has low significance and that the recommendations comply with the Council's legal requirements.

Background

9. The work of the Community Development team, the mode of service delivery and options for location of the team were a topic at a 3 October 2017 Council briefing.
10. At this briefing, it was acknowledged that there was a need to develop a clearer strategic direction for the team and that a consultant would be engaged to review the current work of the team and make recommendations about how the strategic planning process could be initiated.
11. As part of preparation for the Mayor's budget, it was requested that a proposal to contract out Community Advisory services be put forward.
12. Due to the budget impact of this proposal being minimal, the decision was made to delay the proposal until the findings from the review of Community Development services could be completed.
13. Researcher Bev Gatenby was contracted to review the service, specifically to provide information and recommendations that would support a strategic planning process. Part of this included identifying ways that the service could be delivered (service delivery review).
14. The review also provided other recommendations, which will be used to direct the strategic planning process for the service going forward.

Discussion

15. The review identified several criteria that are key to providing good Community Development services for the city.
16. These are:
 - All community development workers are clear about and skilled in community-led development methods and processes;
 - Community development workers, together with Council and communities, are working towards clear goals;
 - Community development (or community-led development) is coordinated across communities in Hamilton;
 - The work of the HCC Community Development team is embedded within a clear HCC governance framework and there are opportunities for regular conversations between the Community Development team and governance;
 - HCC Community Development workers are well connected and trusted within communities, including struggling communities in Hamilton;
 - HCC Community Development workers are able to work effectively as a team.

17. Each of these criteria were used to assess the following different service models:
1. The team is employed, managed and located within Council
 2. The team is employed and managed within Council, but physically located in one or a range of community settings. Possible settings include libraries or community houses, or a future community hub.
 3. The team is employed, managed and located in one community organisation, under a contract arrangement with Council (the most obvious possibility is Community Waikato)
 4. The team is employed, managed and located across a range of community organisations, under a series of contract arrangements.
18. The recommendation of the review is that Community Development services continue to be delivered in-house (see attachment one for the full report).
19. The in-house model is also the most cost-effective way of delivering current levels of service. To outsource the service at a lower cost to Council would involve making the advisory staff redundant and employing new staff on a lower rate. This has not been recommended as it would compromise the quality of the service provided. The report states:
- “I would caution most strongly against offering contracts to provide the same level of community development services as are currently offered, but at a lower cost through salary reductions. The damage to the quality of the work would be significant”*
20. Benchmarking demonstrated that Community Development is a commonly delivered service and none of the nine Councils benchmarked outsourced this work. One Council attempted to outsource their team in 2007 and then re-established the service in-house in 2014.
21. 14 key agencies within Hamilton were interviewed as part of the review. There was strong support from these community agencies for the service to be delivered by Council. Many thought that it was an important touch point between communities and Council and valued the leadership that Council brought to the table.
- “The most frequent feedback was that the Community Development team members provide a positive and constructive interface with Council, helping agencies and local people navigate Council and achieve good things for their communities.”*
22. There are some key disadvantages to Council should the service be outsourced. The reputational damage to Council that this would create is a key issue.
23. There is a risk that outsourcing would reduce Council’s engagement with communities and damage relationships. Community Development are seen as the friendly face of Council and assist community members to navigate Council services.
24. The report clearly identified that an effective service includes clear connection between governance and the work of the team. This would be much more difficult to achieve in an outsourced model. Building this into a contract would create difficult and lengthy reporting processes for all parties and would increase the costs to Council.
25. In addition, the report clearly states that local government is well positioned to deliver community development services and outsourcing carries a risk of marginalising the work and reducing its influence.
26. Retaining the responsibility of delivering community development services for the city is in line with the Council’s Mission and Purpose statements:
- “To build a more vibrant, attractive and prosperous city”; and*
- “To improve the wellbeing of Hamiltonians”*

Financial Considerations

27. Comparative estimates of costs for the different service models are presented on p 46 of the review (attachment one).
28. There are no financial implications for the staff recommendation as it involves no change to the proposed 2018-2028 Long Term Plan.

Legal and Policy Considerations

29. Staff confirm that the staff recommendation complies with the Council's legal and policy requirements.

Risks

30. There are no known risks associated with the decisions required for this matter.
31. There would be reputational risks to Council should the decision be made to contract this service out.

Significance & Engagement Policy

Significance

32. Staff considered the following factors under the Significance and Engagement Policy:
The portion of the community affected by the proposal or decision.
33. Based on these factors, staff have assessed that the recommendations in this report have low significance.

Engagement

34. Community views and preferences are already known to the Council through the research that has been conducted.
35. Given the low level of significance, staff recommend no further engagement is required. However, should the Council decide to contract this service out, it is recommended that a one month public consultation be conducted due to the level of community interest that a change to the service will initiate.

Attachments

Attachment 1 - Hamilton City Council Final Report Community Development Strategy

Hamilton City Council Community Development Strategy

15 March 2018



Executive Summary

This review considers strategy for the future work of the Community Development team. The purpose of this review was to provide information and recommendations to support the community development strategic planning process, by:

- Reviewing current thinking about community development in cities akin to Hamilton (benchmarking);
- Reviewing the current strategy and focus;
- Identifying the themes, strengths and any gaps in the work of the Community Development team as a whole;
- Summarising related services and strategies beyond City Council which play a role in community development in Hamilton;
- Identifying potential ways of working and focus areas (models of service delivery, including the possibility of outsourcing);
- Recommending a process for the development of a Community Development Strategy.

Information was gathered through the following activities:

- Reviewing key documents: HCC policies, strategies and plans, HCC community development benchmarking information, Vital Signs Report, Hamilton city demographic and community profiles, Waikato Plan, Connected programme in HCC.
- Interviews with the Mayor, Deputy Mayor and 5 Councillors.
- Interviews with the HCC Deputy CEO, Community Services Manager, Amorangi Maaori, Community and Social Development Manager and a Senior Community Advisor.
- Two workshops with the Community Development team.
- Interviewing the leaders in organisations with a strong interest in community development in Hamilton.
- Reading recent material about community development.

At the heart of discussion about strategy and structure for the HCC Community Development team, are questions about how Council sees community development:

- Should community development be more akin to community-led development with Council providing local leadership, facilitation and strategic support across a range of potential sustainable development and community aspirations? In this model, community development workers work across a wide range of sectors.
- Should community development be primarily grass roots and driven by local communities? This model often takes a more community activist approach, particularly from within marginalised communities.

- Are there possibilities for something of a hybrid model bridging these 2 ends of the spectrum and making the most of both Council connections and community aspirations?

A range of models for delivering community development were explored, including variations on Council continuing to employ and manage the team, but locating the team in community settings, through to Council contracting out the employment, management and location of the team. If the current skill level of the team were to be maintained as a minimum, costs would be likely to increase if the team were located or contracted outside of Council.

The majority of internal and external stakeholders would prefer to see community development remain clearly located within Council and bringing with it Council's resources and mana, while strongly focussing on community and civic engagement and helping connect Council to communities.

The work needs to remain very connected and responsive to communities but could be more strategic.

I recommend that community development in HCC become more strategic in the following ways:

- Think beyond social development to broader sustainable development goals. This is in line with the Local Government Act.
- Use community-led development processes to work alongside communities across a wide range of interests, including social, economic, and cultural development.
- Lead a way of working inside Council which draws on community-led development as the preferred means of engaging with communities.
- Forge stronger links with other parts of Council, especially with Strategy and Growth, and use those to develop community engagement with Council.
- Use the range of other strategies in the region to identify specific focuses for the next 3-5 years. Tie those focuses to specific team roles.
- Identify specific neighbourhoods for focussed neighbourhood development over, say, 5 years. Tie those neighbourhood focuses to specific team roles.
- Facilitate the range of organisations interested in community-led development in Hamilton to come together regularly to strategise and collaborate. Inspiring Communities would be a useful resource to support a strategic conversation.

To achieve this more strategic focus, the team will need wider organisational support, which could include the following actions:

- h. Articulate a governance and senior management level commitment to community/sustainable development which is reflected in strategy and policy documents.
- i. Provide regular formal and informal opportunities to talk about communities in Hamilton with the Community Services Committee and Councillors in general.
- j. Agree a moratorium on reviewing (other than usual performance reviews) the Community Development team for 5 years to enable the team to flourish.

I recommend managing and providing community development in the following ways:

- k. Continue to employ and manage the Community Development team.
- l. Articulate sustainable development policy and goals to guide the work of the Community Development team, including deciding on issues and neighbourhoods to be focussed on over specific timeframes.
- m. Provide opportunities for regular formal and informal reporting and conversations between governance members, senior management, other departments and the Community Development team.
- n. Consider whether or not it is necessary to have both a team manager and 2 senior advisors who also lead the team. However, structure the team so that there are community advisor roles which are senior enough to carry responsibility for influential cross-Council relationships, policy and strategy development, and collaboration.
- o. Keep the Ethnic Development Advisor, Funding Advisor and Disability Advisor roles as they are.
- p. Structure the community advisory team so that there are clearly identified issue and location focuses.
- q. Locate the team primarily in central, accessible and welcoming premises, which assist Community Development team members to form strong working relationships within Council while consistently being active in communities.
- r. Consider also locating team members in settings which are at the heart of either issues or neighbourhoods for a portion of time within particular strategies or

projects. Ensure that these are not isolating settings but genuinely contribute to achieving community aspirations.

Hamilton is a growing vibrant city. There is an opportunity now for HCC to provide leadership in community development across the city.

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1. Review purpose and method

Changes in recent years have impacted on the work of the Community Development team in Hamilton City Council (HCC), including significant growth in the city, changes in strategy in and beyond Council, restructuring across Council, significant reductions in the size of the team and restructuring in 2012, and changes in related services in the community sector in Hamilton.

This review considers strategy for the future work of the Community Development team. The purpose of this review was to provide information and recommendations to support the community development strategic planning process, by:

- Reviewing current thinking about community development in cities akin to Hamilton (benchmarking);
- Reviewing the current strategy and focus;
- Identifying the themes, strengths and any gaps in the work of the Community Development team as a whole;
- Summarising related services and strategies beyond City Council which play a role in community development in Hamilton;
- Identifying potential ways of working and focus areas (models of service delivery, including the possibility of outsourcing);
- Recommending a process for the development of a Community Development Strategy.

Information was gathered through the following activities:

- Reviewing key documents: HCC policies, strategies and plans, HCC community development benchmarking information, Vital Signs Report, Hamilton city demographic and community profiles, Waikato Plan, Connected programme in HCC.
- Interviews with the Mayor, Deputy Mayor and 5 Councillors. (All Councillors were offered the opportunity to be interviewed.)
- Interviews with the HCC Deputy CEO, Community Services Manager, Amorangi Maaori, Community and Social Development Manager and a Senior Community Advisor.
- Two workshops with the Community Development team.

- Interviewing the leaders in organisations with a strong interest in community development in Hamilton:
 - Waikato Tainui
 - Te Runanga o Kirikiriroa
 - K'aute Pasifika
 - Department of Internal Affairs: Community Operations
 - Community Waikato
 - Sport Waikato
 - Volunteering Waikato
 - Creative Waikato
 - Go Eco (Waikato Environment Centre)
 - Community Houses (Western Community Centre, Waimarie Hamilton East, Te Whare o te Ata Fairfield, Pukete, Glenview)
 - Hamilton Multicultural Services Trust (Waikato Settlement Centre)
 - Waikato Refugee Forum
 - Enabling Good Lives Waikato (Ministry of Social Development)
 - Inspiring Communities

- Reading recent material about community development.

2. What is community development?

The United Nations defines community development as a “process where community members come together to take collective action and generate solutions to common problems”.¹

Community development has generally been supported through government agencies in New Zealand. It gained momentum in the 1970s, partly driven by the 1974 Local Government Act which mandated local government involvement in community development and recreation. At the same time, human rights and social justice movements and in New Zealand, calls for tino rangatiratanga, were developing, alongside participatory ways of working in communities.^{2 3} The focus was often on neighbourhoods and included marae and iwi-development programmes.

Community development tends to be viewed from several different perspectives, as:

- an intervention in policy development, particularly for government agencies;
- a social and political practice, with a commitment to democratic engagement with marginalized communities of place, identity or attachment;
- a professional identity, with its own set of skills and guiding ethics and values;
- an approach or process, a way of working, with a strong commitment to participation.⁴

As a policy intervention, professional practice and process, community development is considered a way of improving people’s lives. New Zealand’s environment of high trust in government and lack of urban ghettos has meant that community development here has had a history of being aligned with government policy and services, community organising and social work.⁵ However, the growth in contracting of social services by central government over recent years, has led to a greater separation between community development and social services, although community development maintains a strong link to social wellbeing strategies. In recent years, community development has also been linked to the broader idea of sustainable development as set out in the Local Government Act and in the goals set out by the UN in 2015.⁶ The UN sustainable development goals are

¹ Retrieved 11 Feb 2018 <https://unterm.un.org/UNTERM/search?urlQuery=community+development>

² Nowland-Foreman, G., How does your garden grow: Is public policy responsible for the death of community development in Aotearoa New Zealand? In Kenny, S., McGrath, B. and Phillips, R., (2018) *The Routledge Handbook of Community Development*, Routledge, pp.54-68.

³ Aimers, J. and Walker, P., Can community development practice survive neoliberalism in Aotearoa New Zealand? *Community Development Journal* July 2016, Vol 5, No 3, pp.332-349.

⁴ Shaw, M. Community Development in Theory and Practice: Reviving Critical Democratic Impulse. In Kenny, S., McGrath, B. and Phillips, R., (2018) *The Routledge Handbook of Community Development*, Routledge, pp.26-38.

⁵ Nowland-Foreman, *ibid.*

⁶ See <http://www.un.org/sustainabledevelopment/sustainable-development-goals/>

summarised in Appendix 1, p.51. They cover a range of aspirations including ending poverty and hunger, ensuring health and well-being, providing equitable education and life-long learning, achieving gender equality, reducing inequality, a range of environmental goals, sustainable economic growth, productive employment, safe and sustainable housing, and so on.

As a way of working, community development generally includes four key processes:

- engaging the community by cultivating a shared vision and building trust
- using communication and facilitation to keep momentum
- ensuring that there are practical achievements
- and bringing new leaders forward to empower and ensure succession for the project.⁷

Two key factors tend to determine the nature of a specific community development activity, or the role of a community development team:

- What is the aim of the community development work? Is it to produce a product/facility or an identifiable service? Is it to address an injustice, a policy or a structure?
- Who initiates and controls the activity? Is authority located in the particular community or an external agency (such as a government organisation)?⁸

The relationship between these factors determines whether the activity is thought of as traditional community development, community organising, service delivery or advocacy. The relationship also determines the intent, which may be empowerment, collaboration, engagement or confrontation.

Community development from a local government perspective today, though having its roots in empowerment processes, tends to focus on engagement and collaboration, albeit often within marginalised communities. Community development workers often play a useful role as translators of policy and politics, while also promoting the aspirations and interests of the communities in which they are involved.⁹

There is also evidence that community development work is challenging in the current political environment. Community development workers note that their work is often driven by inappropriately short timeframes, a lack of institutional understanding of complex community processes, and goals external to communities. They also comment on their feelings of fear and job insecurity, and on being undervalued and over-stretched.¹⁰

⁷ Aimers and Walker, *ibid.*

⁸ Nowland-Foreman, *ibid.*

⁹ Shaw, *ibid.*

¹⁰ Shaw, *ibid.*

Community agencies have also suggested that the purchasing of service contracts for community development has located significant control in the hands of the purchaser, which may work against community development goals and processes.

In New Zealand, the national organisation Inspiring Communities has led a charge over the last decade to utilise community-led development as the primary way of working across whole of communities. The aim is participation across government agencies, the private sector, community organisations and citizens. The Inspiring Communities website lists the key principles of community-led development:

The essence of Community Led Development is working together in a place to create and achieve locally-owned visions and goals. Rather than being a model or service, CLD is a planning and development approach.

There are five core principles* of CLD practice:

1. Shared local visions drive action and change.
2. Using existing strengths and assets.
3. Many people, groups and sectors working together.
4. Building diverse and collaborative local leadership.
5. Working adaptively, learning informs planning and action.¹¹

After successful advocacy by Inspiring Communities, the Department of Internal Affairs began a series of community-led development projects in 2011 and has since used the model to guide its Community Operations teams across the country. With support from Inspiring Communities, Sport New Zealand has also been developing its own ethos of locally led development. See Appendix 2 (p.53) for a brief summary of the Inspiring Communities approach to community-led development.

Successful community development needs to be responsive to the community in which it is located. It also needs dedicated funding and support.¹² Local government authorities, with their focus on place and citizens, are especially well-positioned to provide effective community development.

In New Zealand, most urban local government authorities believe that they have a significant role to play in both community development and social wellbeing, in order to meet their responsibilities under the Local Government Act 2002, which sets out the purpose of local government:

Section 10

(1) The purpose of local government is –

¹¹ Retrieved 14 February 2018 <http://inspiringcommunities.org.nz/resources/about-cld/principles/>

¹² Aimers and Walker, *ibid.*

- (a) to enable democratic local decision-making and action by, and on behalf of, communities; and*
- (b) to 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.*

Principles in Section 14 also encourage councils to take into account the views and social, economic and cultural interests of people and diverse communities.

- (c) a local authority should make itself aware of, and should have regard to, the views of all of its communities; and*
- (c) when making a decision, a local authority should take account of—*
 - (i) the diversity of the community, and the community's interests, within its district or region; and*
 - (ii) the interests of future as well as current communities; and*
 - (iii) the likely impact of any decision on the interests referred to in subparagraphs (i) and (ii);*
- (d) a local authority should provide opportunities for Māori to contribute to its decision-making processes....*
- (h) in taking a sustainable development approach, a local authority should take into account—*
 - (i) the social, economic, and cultural interests of people and communities; and*
 - (ii) the need to maintain and enhance the quality of the environment; and*
 - (iii) the reasonably foreseeable needs of future generations.*

Community development has a significant role to play in the way in which local government authorities express these principles.

3. Community development at Hamilton City Council

Hamilton City Council has a long history of providing community development for the city. The method of providing community development has varied over the years, and in the past has included employing youth workers, policy specialists and neighbourhood workers, as well as more generic community development workers. For some periods, Council has contracted external organisations to provide the services; at other times, Council has employed staff members, who have sometimes been physically located in a range of community settings outside of Council. In 2012 and in immediately prior years, significant restructuring and cost-cutting exercises reduced the size of the community development team.

Community Development team members are currently employed by Council and based together in Council premises. The team sits within Community Services, which also includes the aquatics centres and libraries. It has 12 staff members, in the following positions:

- Community and Social Development Manager
- 2 Senior Community Advisors
- 6 Community Advisors
- Community Development Assistant
- Ethnic Development Advisor
- Disability Advisor (half time)
- Funding Advisor

Two workshops were held with the Community Development team in which we discussed the values and ethics guiding their work, their work processes, examples of successful work, challenges, priorities and strategies. I also interviewed the Community and Social Development Manager and one of the Team Leaders (Senior Community Advisor).

a. What does the HCC Community Development team do?

The Community Development Team at Hamilton City Council has a broad focus on community development for the city, including building the capacity of both communities and community groups.

The team is clearly a group of community development professionals with strong and wide-ranging relationships across the city. There are several long-serving members of staff whose community knowledge and networks are notable. As a team and individually, there is regular reflection on their practice, including in relation to community responsiveness, Council policies and protocols, working in empowering ways, and sustainable community development. A significant number of the staff come from a youth worker background and that style of work is something of a focus. Community development as a way of working is the key focus of the team.

The team are based at the HCC Duke St depot and use their own cars to travel to community meetings and events. They value being located together as a team because of the peer and leadership support, collaboration and planning opportunities. Several staff have been in their roles or similar roles for some years. Those who were present at a time when team members were located across the city recall feeling isolated in their roles and separate to Council. They also describe finding it difficult to balance Council views of their work with the views of and immediate demands on their work from the organisations in which they were embedded.

An annual workplan is in place clearly identifying current projects and work distribution. The team supports a wide range of community events, both Council and community initiated. Events are often the practical outcome of community building and play an important role as a process for and product of community development. They are also a source of community pride and celebration. Examples of events in which community development team members play a significant part include Older Persons Day Celebration, Waitangi Day Celebrations, Children's Day, Pasifika Fan Fest, White Ribbon Event, Picnic in the Park, and Christmas in Fairfield Park.

The team also facilitates or participates in a range of community networks: West, South East, North, Rototuna, North East, South, HTown Youth Connect, Hamilton City Network. Many of the projects undertaken by the Community Development team arise through discussion at network meetings. Some of the networks use guest speakers as part of their focus on a planned series of topics important to the local community. For example, a local community might be expressing concerns about truancy, so that becomes the focus of a network meeting with invited guest speakers sharing their knowledge about what works and what support and services are available.

The team produces the annual Social Wellbeing Indicator Report and three-yearly community profiles, as a resource for Council governance and staff and the wider community.

Much of the work is project based, though team members also commented that it is the ongoing attention to relationships and networks that enables projects to emerge. There appears to be a strong theme of linking communities to Council facilities. There may be several reasons for this focus, including the location of the Community Development team within Community and Services, the strong links with community houses based in or near Council facilities, and Council's current focus on facilities because of the population growth in Hamilton.

The Community Development team also carries significant responsibility as part of the city's Civil Defence Strategy and in an emergency, team members would step in to key welfare roles. These roles require regular training and practice.

Further information about the key roles within the Community Development team is set out below.

i. [Community Advisors](#)

The majority of the Community Development team are employed as Community Advisors, who have a city-wide role. Work is allocated based on existing relationships in particular parts of the city and specialist knowledge areas. The team has talked about having sector/issue champions formally identified but has not gone beyond the discussion.

The Hamilton City Council website describes the role of the Community Advisors in this way:

Council employs eight Community Advisors that work in partnership with the community and other key stakeholders and organisations /agencies to facilitate and promote social wellbeing for Hamilton's communities.

Community Advisors lead and facilitate projects and programmes in partnership with key stakeholders that contribute to achieving the strategic objectives of the Council. The work programmes of the Community Advisors are targeted and aligned to the strategic priorities of the City to ensure sustainable and measurable outcomes are achieved that provide a return on investment to both the community and organisation.

Community Advisors have local and city-wide responsibilities. This allows them to identify significant community issues and perceptions, influence decisions of others, and implement a responsive community development approach in partnership with key organisations at both a local and city-wide level. The Community Advisors are skilled to work across organisations to achieve joined up responses to significant community issues.

Community Advisors play a pivotal role in the Civil Defence Emergency Management Welfare framework for Hamilton, with staff roles assigned to establish and co-ordinate welfare functions in an emergency.

To achieve the desired outcomes the Community Advisors focus on the following key processes:

- a. Community engagement and consultation.
- b. Leadership in brokering and facilitating community and inter-agency partnerships that achieve joined up approaches that are outcomes focused.
- c. Identifying community issues and building on community strengths to develop long term sustainable outcomes.
- d. Evaluation and monitoring of activity and programmes to ensure there is a return on investment, alignment to strategic direction and achievement of measurable outcomes.

- e. Connecting communities to programmes, facilities and initiatives such as youth leadership, active citizenship, older persons programmes and recreational opportunities.
- f. Promoting use of council facilities and initiatives including halls, pools, parks, garden place activation and city safety etc.
- g. Implementation of social strategy and policy actions including youth and disability action plans and the coordinated response to domestic violence.¹³

Two of the community advisors are in senior roles and provide leadership for the team, in addition to the oversight of the Community and Social Development Manager. The Manager maintains relationships with managers in other key agencies in the city and across Council.

ii. Disability Advisor

The work of the Disability Advisor is guided by the Council Disability Policy and the 2017-2018 Disability Action Plan. The Policy outlines high-level guidelines for the Council to “ensure disabled people have equity of access enabling them to participate fully in, and contribute to, community and civic life”. The Plan shows ways in which these guidelines are implemented and monitored. Both the Policy and Action Plan are closely aligned with the United Nations Convention on the Rights of Persons with Disabilities, the New Zealand Disability Strategy and Council’s Annual Plan.

Key actions addressed in the Action Plan include:

- Organisation Culture Change
- Education, Understanding and Safety
- Communication
- Facilities, Services and Access
- Monitoring and Review

A key action in the 2013 Action Plan was to establish and appoint a person to the role of Disability Advisor. This role was to connect the Council staff with the disability community and work together on outcomes in the Council’s Annual Plan. The Disability Advisor comments¹⁴:

Engagement in Hamilton has become a positive two-way process. Examples of engagement include:

¹³ <http://www.hamilton.govt.nz/our-city/community-development/advisoryservices/Pages/Community-Advisory-Services.aspx> Retrieved 12 March 2018.

¹⁴ Small, J., 2017, Positive Engagement Builds Better Futures, presentation to conference Disability Matters: Making the Convention Real, Dunedin, NZ.

- Submissions on a variety of topics from waste management to future usage of the Council's facilities
- Regular meetings of the Access Advisory Group
- Partnerships with disability organisations to promote understanding of accessibility
- Requests from staff for disabled experts to provide input on new projects and operational systems.

This kind of engagement in civic life means disabled people are strongly influencing the Council's staff thinking. In turn, the Council's staff are also putting more value on the community's expertise by seeking advice early in a project.

iii. Ethnic Development Advisor

The Ethnic Development Advisor role is described as follows:

Within the Council there is an Ethnic Development Advisor who promotes the awareness and well-being of ethnic communities in Hamilton.

The Ethnic Development Advisor at Hamilton City Council:

- Promotes and enhances the social, cultural and economic well-being of ethnic communities
- Promotes the awareness of cultural diversity
- Assists in the development of services for new settlers
- Publishes the Hamilton New Settlers Guide
- Organises and promotes cultural festivals, events and functions
- Welcomes new migrants and international students.
- Facilitates the Ethnic Communities Listening Forum set up as an avenue to discuss issues, concerns and ideas between ethnic communities.¹⁵

The work of the Ethnic Development Advisor includes significant liaison inside Council because Council is responsible for citizenship ceremonies, a ritual which is very significant to migrants and refugees.

iv. Funding Advisor

The Funding Advisor role sits within both the Community Development team and the Business and Planning team. The role includes both advising community groups on funding and managing Council's funding processes for its grant funds.

¹⁵ <http://www.hamilton.govt.nz/our-city/community-development/advisoryservices/Pages/Ethnic-Advisory-Services.aspx> Retrieved 15 March 2018.

b. Views of the community development work

This review was not a formal evaluation of the impact of the work of the community development team. However, some general feedback has been gathered through the process, in conversations with key stakeholders, workshops with the team and interviews with managers. (I note that a formal external evaluation would assist the team to identify outcomes and appropriate measures.)

The Community Development team describe the difference they make in these ways:

- We represent Council through our roles and we make Council more relatable.
 - New residents might not understand what Council does, but through us and through the connections within Council that we facilitate (library, water, eco advice, funding, parks, gardens, etc) they learn about and appreciate Council.
 - Upskilling HCC staff in event planning, event management, programme development, planning and operation of an event builds Council capacity and empowers staff.
 - Council has a far better reach because of the community advisor team when it comes to public consultation because of the relationships the advisors hold in the community, specifically with community houses.
- We facilitate and work alongside communities so they can participate in the life of the city and on issues that matter to them.
 - We encourage people to be involved in Council's democratic processes.
 - Communities are much better informed because of the Community Advisors and because of that the relationships between Council and community are improved.
 - Civic engagement is a growing theme in the work. We gather the voices that would otherwise not be heard in political conversations. To do this, we leverage our relationships in communities to enable participation.
- We help community groups be more effective.
 - For example: Governance Development with Trust Boards
Helping to develop new trust boards: writing their trust deeds, submitting their application for charitable status, writing and developing policies that put good practice in place, supporting them to write applications for funds, developing strategic plan, vision, mission and goals. Here are some trusts that have been set up and still exist today: Pasifika By Nature Trust, Street Dance NZ Trust and The Serve Trust.

- The city's community development sector is better connected because of the Community Advisors and the network meetings we facilitate.
 - The quality of work that happens in the community sector is improved because of the Community Advisor team. Because the advisors work for local government there is a set standard that the advisors work to and this is passed on to community groups.
- All of the above work improves the wellbeing of communities.

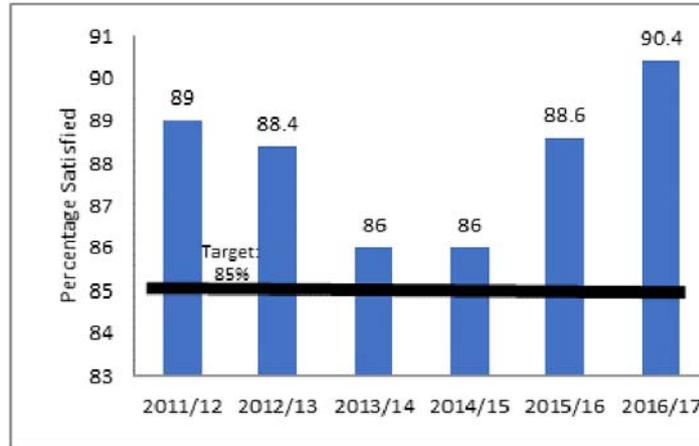
Feedback from the community development organisations I interviewed for the research echoed these points. The most frequent feedback was that the Community Development team members provide a positive and constructive interface with Council, helping agencies and local people navigate Council and achieve good things for their communities. In general, they see the Community Development workers as professional staff building capacity in people, groups and communities, running projects and events, providing advice, connecting people and facilitating networks, sharing information and understanding about issues in communities and policies in Council. Their advice is trusted and timely, and for some, they are the 'first port of call'. The Community Development team also make Council parks and facilities more accessible to communities.

Many people noted the value of having the specific positions of Funding Advisor, Ethnic Development Advisor, Disability Advisor and a Manager who was available to provide updates on issues, policies, and projects.

Several people in the community sector commented that the website information about the community development work is not helpful and does not assist in working with the Community Development team. The information is too generic and doesn't help people make contact. A few suggested that the work of the community advisors appears quite general so it can be hard to know who to contact. Those who have longstanding relationships with members of the team tend to rely on contacting the people they already know. For others, knowing who to contact can be difficult.

The Community Development team circulates a stakeholder survey each year. The 2016/2017 survey garnered 114 respondents who answered a range of questions gauging stakeholder satisfaction. Feedback was very positive about the work of the community development team with comments especially valuing the team's knowledge, networks, connections, accessibility and impacts. The team aims for an average rating of at least 85% of respondents expressing their satisfaction with the work of the team. The graph below shows the levels of satisfaction for the last 6 years, which are impressively positive.

2016/2017 Level of stakeholder satisfaction with community development work (114 respondents)



I asked members of the community development team to share with me examples of successful community development work. I have summarised 6 of these below as exemplars, though there are many others I could have chosen.

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| <p style="text-align: center;">Embassy Park Revitalisation</p> <p><i>In 2013 there was a regular conversation around inappropriate and anti-social behaviour taking place at Embassy Park. The park was not used for positive activity, as it was a dark place that had hidden and dangerous areas. The 'unsafe' environment evident in the park, including harassment of the public, drug dealing supported by the adjacent legal-high puff store, was adversely affecting retail in the immediate area.</i></p> <p><i>As the Community Development team of Council, we facilitated workshops and public meetings to listen to the concerns of nearby retailers and residents. We invited Creative Communities International to work with everyone concerned to disrupt the thinking and plan a different space. A volunteer working group formed to address the space and revitalise it.</i></p> <p><i>The working group developed ideas to address the issues and was given creative licence by Council to renovate the space. The working group fundraised over \$150,000 to remove and replace infrastructure. In partnership with Council, Wintec and local professionals, the space has been transformed and is regularly used by many people. Anti-Social behaviour that was regularly being reported is no longer reported, and the space is activated both informally and with regular events.</i></p> | <p style="text-align: center;">West Hamilton Interagency Group and Dominion Park</p> <p><i>A group of agencies work together on local issues to improve the wellbeing of West Hamilton communities: schools, Police, MSD, MVCOT, WDHB, MOE, Corrections, social agencies and more.</i></p> <p><i>The group identifies and prioritises community issues and works in partnership to address the issues. The HCC Advisor organises and facilitates regular meetings and brings in new members when needed for specific issues.</i></p> <p><i>The destination playground in Dominion Park is a successful community development project. Community playgrounds had been removed in West Hamilton and the community was voicing concern and expressing a need for playgrounds.</i></p> <p><i>Dominion Park was then chosen for one of the destination playgrounds in Hamilton. The Community Advisor facilitated community consultation for the playground designs and concepts were fed through the interagency group, for further feedback to HCC. For example, the community wanted BBQ's at the playground. The location of the playground needed to be close to the road so that damage and vandalism were unlikely.</i></p> <p><i>We involved the community in the launch and opening of the playground. Local schools provided kapa haka performances and the HCC Kaumaatua provided leadership. Local community members play a kaitiaki role for the playground now.</i></p> |
| <p style="text-align: center;">Rugby League World Cup</p> <p><i>We brought two Pacific nations together to create a Pasifika Fan Fest when Hamilton hosted two Rugby League World Cup games: Samoa vs Tonga and New Zealand vs Tonga. The nations also celebrated with a church service.</i></p> <p><i>To do this, we connected with other units within HCC and then connected with local communities and businesses, including food stalls and local arts and crafts.</i></p> <p><i>We brought in the appropriate Samoan and Tongan leadership to get community buy in. The Rugby League World Cup will not come to New Zealand for another 12 years.</i></p> <p><i>We promoted Hamilton as a great city to be part of during these games and built the economy in our city by creating events which Pacific families across New Zealand could come and be a part of. We built Samoan and Tongan relationships as one Pacific nation.</i></p> | |

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| <p>Fairfield Enderley Resilience Network (FERN)</p> <p><i>This network of social services, government agencies, and community members works together to combat real issues that come out of their community.</i></p> <p><i>The group holds a Community Forum 3 times a year to discuss the issues facing that community. The forum always has a theme or topic (eg. truancy) and key agencies relevant to the topic are invited. The community decides what action it would like to take around the topic, which usually involves a smaller working group.</i></p> <p><i>Last year a Forum was held on domestic violence. A small group was formed to take the issue forward. They developed the Walk a Mile event during White Ribbon week. The Walk starts from the Fairfield Community Centre, picks up students from local schools along the mile and ends back at the Fairfield Hall.</i></p> <p><i>What's great about the event is not so much the Event, but the response from the community to take the event forward in the future. They now want to have more schools on board and are challenging other community centres around the city to do the same in their areas.</i></p> | <p>Afghan Hazara Association Waikato</p> <p><i>The Afghans who arrived in Hamilton 5 years ago were the interpreters who assisted the NZ Defence Force. After the first year of settlement support from Red Cross, they were interested to know what to do and how to go about things as a new community in the city.</i></p> <p><i>The Ethnic Development Advisor met with some of the leaders to talk what they wanted. The community talked about being new, young and having young families. They were afraid of losing their culture.</i></p> <p><i>The Advisor had already coordinated with Community Waikato to run workshops for our migrant communities on establishing, resourcing, maintaining and governing organisations. The Afghans became keen participants in the workshop. They sent the Advisor a draft deed for their organisation which was discussed in a community meeting (all men). The Advisor provided advice about being inclusive.</i></p> <p><i>They established and registered the group which in the last 3 years has given them personality and made them eligible to access funding which they wouldn't have otherwise.</i></p> <p><i>The Advisor was conscious that this was a male dominated community so reached out to the women through the men and through other agencies. She advised funders so that funding was allocated specifically for the women.</i></p> <p><i>Later she heard another group of Afghans was looking at organising themselves, got in touch with them and provided some advice. "It was important to let them know that as Council we are interested in the wellbeing of our communities."</i></p> |
| <p>Youth education in lifeguarding and leadership programme (YELLP)</p> <p><i>The YELLP programme has been developed through a partnership with the local swimming pools. This programme was developed after observing the need to provide young people with an opportunity to move toward employment and develop leadership skills.</i></p> <p><i>We train youth in core leadership skills while also providing a means to complete a qualification: NPS – National Pools Skills Award and PLPC – Pool Lifeguarding Practicing Certificate Award. Participants who complete this qualification then become employable within the Hamilton pools.</i></p> <p><i>Since YELLP began about 60 young people have completed the course and 25 have been employed within the Hamilton pools.</i></p> | |

c. Governance, strategy and community development

Hamilton City Councillors echoed many of the community sector views of the work of the Community Development team. The majority of Councillors interviewed described the team as committed, professional and deeply connected in communities. Some Councillors acknowledged that the work was often unseen but hugely important.

There were many especially affirming comments about the difference the Ethnic Development Advisor makes in her role. The role was described by some as a particularly effective model for community development. Her work was especially visible to those who attend cultural celebrations in the city, a particularly important part of the life of ethnic communities.

A few Councillors commented that some members of the team are much more experienced than others in the team and expressed a concern that the work may be driven too much by Council imperatives rather than by community imperatives. A few were not sure that Community Development team members were involved in key strategic movements in the city, citing, for example, the development of a Pasifika Hub being led by K'aute Pasifika, and the potential developments at Hinemoa Park.

However, they also noted that, as a governance group, Council did not have a clear approach to community development nor a guiding strategy. Councillors who were interviewed noted that those who attend community events were much more likely to be familiar with the work of the Community Development team since team members were often at the same events. Some suggested that the full Council would benefit from some education opportunities to grow their understanding of community development (perhaps a workshop). Councillors would welcome opportunities to understand and contribute to the community development work of Council.

Both Councillors and the Community Development team described a disconnect between Council's community development work and governance. Councillors constantly have community issues raised with them as elected representatives and would like more formal and informal opportunities to talk about those and to hear about the issues in communities that are raised with the Community Development team. The Community Development team should be a source of powerful advice and community intelligence for Councillors. This can help strategic conversations, including with local Members of Parliament.

Similarly, the Community Development team would like more opportunities to discuss their work and how it fits with significant Council strategy.

Councillors commented that there needs to be a system for gathering up community issues, including those raised at network meetings, and being strategic in response to those issues. They are keen to understand the nature of different communities in Hamilton, the nature of issues arising in communities and the aspirations of local communities. There may need to

be a much more significant interface between the Community Development team and the Strategy and Growth team.

The Community and Social Development Manager reports to the Community and Services Committee of Council when there is a decision to be made by the Committee. In the past, regular updates about the work of the Community Development team have been provided at governance level, but the current governance preference is for only including committee papers where a decision is to be made.

While the Community Development team's way of working uses an appropriate local government community development process, there appears to be a gap between the big picture strategy of HCC and the strategic intent and agreed outcomes of the Community Development team. Council has recently adopted the following community outcomes to guide its work and aspirations:

A great river city

Our city embraces its natural environment and has green spaces, features and community facilities that make it a great place to live, work, play and visit.

A city that embraces growth

Our city has infrastructure that meets our current demands, supports growth and helps build a strong economy.

A council that is best in business

Our council is customer focussed, financially sustainable and has the best people delivering the best outcomes for the city.

It may not be that the community development work is out of step with Council strategy but rather that the links are not as well expressed as they could be.

Previously Council has had a Social Wellbeing strategy providing clear direction across community development, but this is no longer in place and had not been replaced by anything else. The previous Youth Action Plan and the Older Persons Plan have not been replaced by any strategies or plans.

The Community Development team priorities have been set using the Connected programme within Council. The document at Community Group level, for example, includes the following broad statements:

We have the right services and social infrastructure to meet the needs and support the wellbeing of our community. (under "A great river city")

Community are actively engaged in the development of services. (under "A council that is best in business")

The February 2017 version for the Community Development and Leisure group included the following statements:

We demonstrate leadership and facilitation in the community on local needs and issues.

We enhance the links between Communities and Council.

Both are appropriate; however, they could be written for any period of community development work. Further clarity about which aspects of social infrastructure and community needs are the current focus would guide Council's community development work more strategically. Furthermore, these management strategies do not play the same role as an overarching governance level strategy for social and community wellbeing, or sustainable development.

4. Other providers of community development in Hamilton

a. Hamilton organisations

I interviewed the managers of other key agencies, both government and community sector, who play a role in community development in Hamilton. Their roles and strategies are summarised in the table below. Each agency works from a community development perspective or contributes to community development, usually from a particular focus.

Themes arising in our conversations about community development from a local government perspective in Hamilton are then discussed.

| Organisation | Role and strategies |
|--|--|
| <p>Community houses Western Community Centre, Waimarie Hamilton East, Te Whare o te Ata Fairfield, Pukete, and Glenview community houses, all of which are partially funded by HCC.</p> | <p>Each community house focuses on its local community by taking a neighbourhood approach to community development. Most see their work as the grassroots of community development. The size, range of services and capacity vary across the community houses. Some manage significant sport and recreation facilities, while others are in smaller old houses and may offer drop in centres. Some provide after-school and holiday programmes for children. All facilitate local projects and are involved in local networks. All would be able to undertake more community development if they had more resources.</p> |
| <p>Department of Internal Affairs: Community Operations</p> | <p>The Community Operations team of 5 advisors at the Department of Internal Affairs administers a range of grants including Lotteries and COGS funding for the greater Waikato. At a national level, the team has adopted community-led development as its defined practice. The practice has been adapted slightly from that described by Inspiring Communities.</p> <p>Community-led development is described as an “equitable and hopeful model”. The new Minister for the Department has signalled his support for the model, although formal discussions are still to take place.</p> <p>Community advisors can recommend funding for partnerships and provide support for community-led projects. Community-led development is not usually used for city-wide projects, but for communities of interest. There are no community-led partnerships in Hamilton currently, although a few possibilities are being discussed.</p> |
| <p>Community Waikato</p> | <p>Community Waikato builds the strength of the community sector in the greater Waikato region by supporting and informing social service organisations. Services include the one-to-one advisory service, mentoring, facilitation, professional learning workshops, information, advocacy, networking, Tindall Foundation, and Len Reynolds Trust funding.</p> |

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| | <p>The work of Community Waikato is closely aligned to community development, but the focus is narrower, as the organisation concentrates on governance, strategy and management of charitable trusts and incorporated societies in the broad social services sector, rather than working with whole of communities. Several people from other agencies commented that Community Waikato and the HCC Community Development team complement each other well.</p> <p>Currently, Community Waikato is looking closely at establishing a community hub in Hamilton for community development and social service agencies. This could be a very appropriate location for the HCC Community Development team in the future.</p> <p>Community Waikato and the HCC Community Development team meet regularly as whole teams and at manager level. HCC Community Advisors regularly refer community groups to Community Waikato for governance and management support.</p> |
| Sport Waikato | <p>Sport Waikato's vision is a healthy, vibrant, physically active and successful sporting region. The priorities of Moving Waikato 2025, the collaborative and unified strategy for recreation and physical activity for the Waikato region, are</p> <ul style="list-style-type: none"> • Our people: more adults, more children 'out there and active'. • Building communities: helping communities to help themselves. A focus on quality local delivery of sport, recreation and physical activity experiences. • Regional leadership: leading and delivering change. A focus on regional and national partners working together to lead change and enhance outcomes. |
| Creative Waikato | <p>Creative Waikato works for a bold and ambitious creative sector that strengthens the region, by developing the arts sector, building connections and working collaboratively, promoting the arts and advocating for creativity for individual and collective wellbeing.</p> <p>Community development is the way of working for Creative Waikato; arts and creativity can be a powerful tool for community development.</p> |
| Volunteering Waikato | <p>The purpose of Volunteering Waikato is to recruit volunteers for communities and not-for-profit organisations and to help volunteers find roles to meet their needs. The organisation provides training, support and networking for those working with volunteers, and celebrates and advocates for volunteering.</p> <p>The work of volunteers contributes to all kinds of community development activities and volunteering is often a way of connecting isolated people. Currently Volunteering Waikato has</p> |

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| | <p>many volunteers wanting to make a difference, particularly through administration, accounting and IT support.</p> <p>HCC is a member of Volunteering Waikato. In 2017, Volunteering Waikato referred 323 volunteers to HCC, including for events, and to the museum, libraries, parks and open spaces.</p> |
| Go Eco (Waikato Environment Centre) | <p>Go Eco's purpose is to be "a voice for the environment, centre for learning and a catalyst for change". The organisation operates the Environment Centre and store 6 days/week, runs Kaivolution Food Rescue, provides community education workshops and events, and advocates on environmental issues, including with HCC. It also acts as an umbrella organisation for several smaller groups. Most of Go Eco's work is in Hamilton.</p> <p>Community development principles such as accessibility and encouraging communities to 'do it for themselves' underlie the work of Go Eco.</p> |
| Waikato Tainui | <p>Waikato Raupatu Lands Trust manages the tribal affairs of Waikato Tainui, implements the tribe's development strategy, and makes distributions for education, health and wellbeing, marae, social and cultural development.</p> <p>The focus of Waikato Tainui is on the rohe, rather than specifically on Hamilton. However, strategy is being developed to ensure support for the 4 hapū who are mana whenua in Hamilton: Ngāti Wairere, Ngāti Mahanga, Ngāti Koroki Kahukura and Ngāti Haua.</p> <p>Strategy is being developed around civic engagement, including representation on Council, infrastructure and community engagement in democratic processes. Recent restructuring is requiring that some new relationships be built.</p> |
| Te Rūnanga ō Kirikiriroa | <p>Established in the mid-1980s under the guidance of the late Māori Queen Te Arikini Te Atairangikaahu and Mayor Sir Ross Jansen, Te Rūnanga ō Kirikiriroa Charitable Trust was established as the urban Māori Authority for Kirikiriroa/Hamilton. Te Rūnanga was mandated to focus on issues relating to Article III of the Treaty of Waitangi¹⁶ and represent the needs of Maataa Waka¹⁷ and Pasifika peoples who live within the city boundaries.</p> <p>Today, Te Rūnanga is a significant voice for Māori and Pasifika peoples and provides a range of political, social, youth, health and wellbeing services. Community development as an empowering</p> |

¹⁶ Article III of the Treaty of Waitangi promises that all the ordinary people of New Zealand will have the protection of the Queen of England and the same rights and duties of citizenship as the people of England. This article is seen as focussing on equality. See <https://teara.govt.nz/en/document/4216/the-three-articles-of-the-treaty-of-waitangi>

¹⁷ Maataa Waka refers to Māori who are living outside of their iwi area. In this case then, that is all those who are not mana whenua in Kirikiriroa. (Waikato Tainui are the iwi of the rohe.)

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| | <p>way of working with communities is fundamental to the organisation.</p> <p>The relationship between Te Rūnanga and HCC is foundational to the identity and work of Te Rūnanga. Te Rūnanga staff work with HCC Community Development staff at ground level, including running events and projects.</p> |
| K'aute Pasifika | <p>K'aute Pasifika provides a comprehensive range of services to Pacific people and other disadvantaged groups in the Waikato region. The organisation provides a range of community based primary health care services, education programmes, social services and whaanau ora services. When called on, they undertake community development in response to community issues, though they are not usually resourced to undertake this work. When a community issue does arise, they connect with the HCC Community Development team.</p> |
| Hamilton Multicultural Services Trust (Settlement Centre Waikato) | <p>Hamilton Multicultural Services Trust helps immigrants and refugees settle in New Zealand. Their aims are to build relationships to foster participation of newcomers in the community, to support, connect and advocate for the refugee and migrant communities, and to establish and maintain stakeholder relationships.</p> <p>The Trust manages the Settlement Centre Waikato, which hosts a range of services for ethnic communities. Community development is the 'way of being' for this organisation, which aims to encourage self-determining communities.</p> |
| Waikato Refugee Forum | <p>Waikato Refugee Forum is a small organisation which brings together the voices of refugee communities settled in the Waikato region and links those voices with communities across the country. Their objectives include supporting the empowerment of refugee communities through capacity building initiatives leading to positive resettlement outcomes for refugee communities.</p> |
| Enabling Good Lives (Ministry of Social Development) | <p>Enabling Good Lives is a demonstration programme of the Ministry of Social Development, which is trialling a new approach to supporting disabled people so that they have greater choice and control over the supports they receive, and therefore can plan for the lives they want.</p> |
| Inspiring Communities | <p>Inspiring Communities is a national organisation that catalyses locally-led change because this achieves sustainable, effective outcomes. The team of specialists in community-led development use their experience and expertise to mentor, broker, train and connect communities to become even better places to live, work and invest in.¹⁸</p> |

¹⁸ Their work draws on the work of Canadian Jim Diers: <http://www.neighborpower.org/index.html>

b. Feedback themes

Several themes emerged in my conversations with other key organisations in the bigger picture of community development in Hamilton. In general, there was a great deal of affirmation of the community development role played by the HCC team, with some organisations saying further collaboration would be welcome and that a more strategic approach providing leadership in the city could be taken. The majority of organisations believed strongly that there were significant benefits in having the team located as part of Council.

There was widespread recognition and affirmation of the roles of Disability Advisor, Ethnic Development Advisor and Funding Advisor (and of the people in those roles).

The HCC Disability Advisor role was regarded as crucial because local government authorities set the tone and control so much about accessibility, including access to transport and access to the outdoors. When local authorities don't have such a role, the disability community is further disadvantaged. The role was viewed as linking the disability community in to Council.

The HCC Ethnic Development Advisor role was described as an essential link between Council and both migrant and refugee communities. The HCC Community Development team, especially the Ethnic Development Advisor, Funding Advisor and the Manager, are the go-to people and crucial support mechanism in Council for ethnic communities and the charities which support them. The Community Development team roles were also seen as vital for ethnic communities; the staff are genuinely connected to communities and make connections with Council possible. Network meetings facilitated by HCC staff are invaluable. Other councils do not have similar roles, and the work of community sector ethnic support organisations in those centres is much more difficult.

I sensed a slight unease about the Ethnic Development Advisor being positioned as the key contact for Pasifika communities. In my experience, Pasifika communities are more likely to align themselves with Maaori communities than other migrant communities.

The Funding Advisor role was a key link for many of the organisations I spoke with, because many do receive some Council funding. The role helped make the grant making process accessible, transparent and constructive.

Several organisations said that they would welcome more contact with the community advisory team at Council. There was a widespread view that Duke St was unwelcoming and inaccessible. Similarly, the relevant pages on the HCC website were viewed as unhelpful and inaccessible.

There were a number of opportunities suggested for relationship development, partnership, or collaborations. For example, there is interest in community-led development in Pasifika communities, perhaps for initiatives which may arise out of community fono planned for

March. The community environment sector would welcome more contact with the HCC Community Development team, to ensure community development and environmental sustainability work together. The work of Go Eco (for example, in community gardens and advocating for cycling) could contribute to the HCC community development work.

More contact with and understanding of the work of Volunteering Waikato may lead to more opportunities for volunteers to support community development projects and events. Partnership in the creative sector would also be very welcome. Having an HCC staff member focussed on the creative sector would help that happen. The arts navigator tool currently being developed by Creative Waikato could provide the basis for a partnership.

Some community houses have much stronger links than others to the HCC Community Development team, with two expressing a view that stronger links would be helpful for their communities (though they noted a helpful relationship with the Funding Advisor). They would like more information about the current work of the Community Development team.

Several organisations commented specifically that they would like to collaborate around civic engagement. For example, Waikato Tainui's focus on hapuu engagement in democratic processes could be an opportunity to work in partnership with the HCC Community Development team (as well as Amorangi Maaori). There is a strong awareness of the lack of engagement of local people in local government affairs. Community house managers valued work on civic engagement and neighbourhood participation in democratic processes. Sharing information on writing effective submissions was particularly useful in the past and would be valued currently if offered again.¹⁹

Several organisations were also keen to understand the profiles of local communities, the services available and their impact for their communities. Some commented that the HCC Community Development team has greater access to resourcing for disseminating information such as the community profiles. Some of the community houses would value more information on social indicators and would like to see a more shared process in developing the community profiles. A participatory process for both the Social Indicators Report and the community profiles could then become a useful tool in building communities.

Sport Waikato staff work with HCC community development staff in several ways at ground level, but links could be stronger for particular strategies and at management levels (eg. in relation to youth strategies and older people). Staff of Sport Waikato have met with the Strategy and Growth team at HCC, but not the Community Development team. The Community Development team could facilitate links between Sport Waikato and the community houses (for green prescription services, for example).

¹⁹ I understand a current project is underway.

Some expressed a view that HCC could provide strategic leadership for community development in the city. A bigger picture strategic look at community development in Hamilton, involving leaders from a range of organisations would be welcome. All community development organisations have extensive networks and are well placed to share the voices of changing communities.

Those organisations interested in community-led development suggested that HCC community development staff could facilitate a gathering to bring them together to develop city-wide strategy across multiple interest areas. Recently, for example, the leaders of Sport Waikato have become particularly interested in community-led development. This is in line with Sport New Zealand's developing ethos of community-led development or locally led development. The Community Operations team at the Department of Internal Affairs would welcome leadership from HCC around community-led development. HCC could take a lead in bringing together and facilitating those working on community-led development across the city, to develop a community of practice and strategies for communities.

Some noted that collaboration is likely to work best when there is a clear connection between Council staff and Councillors, otherwise the politics hinders effective community development. The HCC team are seen as an important touch point for communities with Council and as effective facilitators of community voices. However, a more strategic and targeted approach to community development could be taken, which would require governance level support. Such an approach would be different to the neighbourhood work of community houses. There was strong support from almost every organisation for the community development team being firmly part of and located within Council. Organisations want to see Council take a strategic lead in community development.

In contrast, two of the community house managers would like to see the Community Advisors located in community houses as they would be able to undertake more local work and support the community houses (which they saw as under-resourced). One of the managers believes that the community houses have had to pick up grassroots community development work previously undertaken by Council staff without additional resources at a time when neighbourhoods are facing significant issues. The manager's view was that when Council community development staff were based at community houses, they became very knowledgeable about and connected in that community. They were more able to advocate for that community. Centralisation was perceived to have disrupted that grassroots development and community advocacy.

However, other community houses valued the strong Council links provided by the Community Advisors and preferred that they remain as a Council team. The strong Council connections of the Community Development team prevent community houses from becoming isolated. Being employed and located centrally was seen as preventing the work from becoming territorial or being 'captured' by community houses. It also kept Council involved with local communities, particularly those communities that struggle. A suggestion was made that Community Advisors remain employed by Council and located centrally as a

team but have responsibilities which are tied to a particular part of the city. Overall, people wanted the HCC community development team to be working across the city, accessible and available, including being present in person from time to time, and ensuring Council was involved with local communities.

In my conversation with one of the leading advisors at Inspiring Communities, she commented that community development is easily marginalised in local government authorities, often seen as soft and ineffective. Community development teams are left to 'look after the little people' while the 'real work' of local government is carried out by others. However, when community development is linked strategically with a wider range of interests, including both economic and cultural development, there are opportunities to benefit whole communities significantly. This requires both governance and senior management strategic support. Outsourcing community development can reduce its influence further.

There is an opportunity at this point in Hamilton, for the HCC community development team to take a more strategic role in community development leadership on behalf of Council and for the range of communities in the city.

5. Community development in other New Zealand cities

A benchmarking exercise has been completed by gathering information about community development from 9 other local government authorities for similar sized cities in New Zealand. An appropriate manager in each council was asked the following questions:

1. What is council's approach to community development?
2. Who in council is responsible for community development?
3. Do you have a community development strategy?
4. What do community development workers do?
5. How many community development workers do you have?
6. Where are community development staff based?
7. Are they all employed directly by council?
8. Has your council ever contracted out community development?
9. Describe an example of an outstanding piece of community development work. What made it outstanding? What were the outcomes?
10. Describe the challenges of community development for your council.
11. How is the community development work reported on? Who receives the reports? Is it possible to share an example?

Each Council's website was also reviewed for information about community development. A brief summary of the information received from each Council is included in Appendix 3, p. 55.

The benchmarking exercise showed the following themes:

- The majority of urban authorities have a team of staff who are focussed on engagement with communities, community partnerships and community wellbeing priorities.
- In a few examples, community development responsibilities and ways of working are seen as integral to all Council work and so are spread throughout the councils.
- Relative to population size, the number of staff employed by HCC in community development roles is broadly in line with the number of community development staff in other Councils who have community development teams.
- The work of most is guided by governance level strategies.

- Those in cities with growing population numbers are conscious that community development needs to keep pace with the growth and with the issues which emerge through growth.
- Most community development staff are called community advisors. The majority of roles are linked to specific strategies and have a clear focus (eg. Safe communities, Housing, Arts).
- Clear reporting to governance and opportunities for conversations with councillors are seen as crucial to ensuring appropriate engagement between communities and local authorities.
- Many community advisors are involved in city events, though some authorities have separate events teams.
- All focus on linking communities and the local authority.
- Palmerston North City Council disestablished its community development team in 2007 to considerable community dissatisfaction. It re-established its team in 2014.
- Community development roles are seen as very strategic internally and as leaders in communities.
- There is a strong focus on civic engagement.
- All have a funding aspect to the work in some way.

The manager of each team was asked to comment on the possibility of contracting community development staff out to community organisations. Most had not previously considered this possibility. Many commented that they would not see that as beneficial. Indeed, they expressed concerns about the risk of reducing Council's engagement with communities and damaging crucial relationships. Some also articulated a concern that community-based staff may lose their strategic and analytic overview if they were based in community organisations.

A case study of Tauranga City Council is set out below. It is noteworthy for several reasons:

- Tauranga City is of a broadly similar size to Hamilton and also experiencing significant growth.

- A particularly strategic approach has been taken to community development in Tauranga, including gathering and using information about communities and wellbeing strategies effectively.
- Community development is woven in to strategy at the highest levels. Therefore governance level strategy guides the work of the Community Development team and there is significant engagement between the team, senior management and governance members.
- Most of the staff positions have a clear focus. Neighbourhood development is just one of those focuses.

Case study: Community development in Tauranga City Council

Tauranga City Council has focused on community development since 2013 when the Council prioritised community engagement and established the community development team. In 2016 the Council commissioned a review of community needs, strategies and services, to guide the development of strategies and priorities for Council's community development. The team was augmented with additional staff and restructured in 2017 to meet priorities and workload.

The 2015-25 Long Term Plan describes community development as the process of empowering communities to actively participate, make decisions and work towards self-reliance. The purpose of the community development activity is to build strong, innovative and vibrant communities. This is achieved by:

- *empowering and building community capacity to enhance and strengthen neighbourhoods*
- *connecting communities through working, playing and talking together*
- *renewing and revitalising places, spaces and neighbourhoods*
- *improving the quality of life in specific neighbourhoods or communities.*

The recent draft Community Wellbeing Strategic Plan for 2018-2021, includes outcomes, key interventions, indicators of change and flagship initiatives, under these headings:

- *Social Equity*
- *Community Pride and Belonging*
- *Healthy and Active*
- *Safe and resilient*
- *Engagement and Partnerships.*

The following six areas have been identified as priority areas for the Tauranga community:

- *Supporting Older Adults*
- *Social Infrastructure Provision*
- *Inequality – the gap between rich and poor*
- *Affordable & Social Housing*
- *Children & Young People*
- *Safer Communities*

The team is also responsible for the delivery of the following strategies and plans:

- *Age Friendly City Strategy*
- *Disability Strategy*
- *Historic Village Strategy*
- *Graffiti Action Plan*
- *Sustainable Steps*
- *Youth Engagement Plan*

Now that the team has been in operation for two years and has a clear understanding of the key priority areas for the community and emerging issues and challenges, the following broad approaches have been identified as appropriate for the activity:

- *community led development*
- *facilitation and collaboration*
- *capacity building*
- *advocacy*

Among other things, the Community Development team is now responsible for:

- *Community Development Match Fund*
- *Stewart and Carruthers Trusts*
- *Managing relationships with Council's key community partners: Foodbank, Citizens Advice Bureau, The Elms Foundation, Combined Community Patrols, Neighbourhood Support, Merivale Community Centre, Welcome Bay Community Centre, Creative Bay of Plenty, Arataki Community Centre*
- *Project Tauranga*
- *Mainstreet organisations*
- *Historic Village*
- *Safe City and crime prevention*
- *Disability Advisory Group*
- *Positive Aging Advisory Forum*
- *Homelessness, and the Homelessness Steering Group (OCP)*
- *Heritage Collection*
- *Sustainability*
- *Community gardens*
- *Youth and the youth advisory group*
- *Graffiti prevention and management of the removal contract*
- *Migrant support/ Welcoming Communities*
- *Provision of funding advice and support to community organisations*
- *Civic art collection*
- *Community outcomes for the Art Gallery*
- *Advice on social infrastructure requirements for new development and existing communities*
- *Community requirements for planning projects: Compact City, City Centre, Urban Form*
- *Participation in various SmartGrowth forums*
- *Housing affordability and supply*
- *Elder Housing Review*

Another key role for the team is supporting neighbourhoods and key stakeholders such as the police in building capacity within communities so that they can find solutions to the social issues affecting them. Additionally, the team is increasingly called on to provide information and advice to elected members and Council staff and to facilitate conversations and responses to emerging social issues.

6. Management, location and cost

a. Management and location

Conversations over the course of this review have shown considerable interest in where and how the Community Development team is managed and located.

There is widespread affirmation of the work undertaken by the Ethnic Development Advisor, the Funding Advisor and the Disability Advisor. All play significant and visible roles in drawing together Council and communities. There has been no suggestion that any of these roles should be managed or located other than within Council.

The following possibilities have emerged for the remainder of the community advisory team:

- The team remains employed, managed and located within Council.
- The team remains employed and managed within Council, but is physically located in one or a range of community settings. Possible settings include libraries or community houses.
- The team is employed, managed and located in one community organisation, under a contract arrangement with Council. (The most obvious possibility is that Council's community development work is outsourced to Community Waikato.)
- The team is employed, managed and located across a range of community organisations, under a series of contract arrangements.

Each of these is discussed further below.

Through this review, several criteria emerged as keys for thriving community development across the city and provided by HCC:

- All community development workers are clear about and skilled in community-led development methods and processes.
- Community development workers, together with Council and communities, are working toward clear goals.
- Community development (or community-led development) is coordinated across communities in Hamilton.
- The work of the HCC Community Development team is embedded within a clear HCC governance framework and there are opportunities for regular conversations between the Community Development team and governance.

- HCC Community Development workers are well connected and trusted within communities, including struggling communities in Hamilton.
- HCC Community Development workers are able to work effectively as a team.

Each of these criteria is tested against the different models for employing, managing and locating the HCC Community Development team, in the following table.

| | The team is employed, managed and located within Council. |
|---|--|
| All community development workers are clear about and skilled in community-led development methods and processes. | This is already the case and would continue to be within the control of Council managers. Being managed within Council can ensure consistent standards and practices. Inspiring Communities could be used as a resource for developing the team further (perhaps alongside others interested in community-led development in Hamilton.) Some may argue that it is hard to do community development from a government position. Others suggest that the resources of local government can be a crucial ingredient in community development, particularly community-led development. |
| Community development workers, together with Council and communities, are working toward clear goals. | The Community Development team can draw on other plans, strategies and reports to recommend specific focuses to Council. The range of possible goals could move beyond social development to the goals of sustainable development. |
| Community development (or community-led development) is coordinated across communities in Hamilton. | Other agencies interested in community-led development have clearly said they would welcome leadership from HCC to bring them together and lead a collaborative approach. They want to see local government leadership. |
| The work of the HCC Community Development team is embedded within a clear HCC governance framework and there are opportunities for regular conversations between the Community Development team and governance. | Council governance needs to articulate its sustainable development goals and link those clearly to the work of the community development team. Councillors may benefit from a workshop or other educational opportunity about community development. The Community Development team could report formally to Community Services more regularly. Opportunities for informal discussion about communities between Councillors and Community Development team members could be created. Community development needs to be supported and enabled by Council. |
| HCC Community Development workers are well connected and trusted within communities, including struggling communities in Hamilton. | It is hard to know if this is harder because staff are part of Council. Team members did not believe it to be the case. Leaders from other agencies perceived the team members as having strong community connections and high trust in communities. |
| HCC Community Development workers are able to work effectively as a team. | This is easier when staff are employed and based together. |

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| Other comments | Support by senior management can assist community development to thrive. Strong connections between the Community Development team and other parts of Council would have significant benefits for communities and Council. |
| | The team is employed and managed within Council, but physically located in one or a range of community settings. Possible settings include libraries or community houses, or a future community hub. |
| All community development workers are clear about and skilled in community-led development methods and processes. | The community settings would need to be conducive to community development ways of working. Council managers would work to ensure appropriate standards and practices are in place. |
| Community development workers, together with Council and communities, are working toward clear goals. | Council managers would work with the team, regularly bringing them together, to ensure shared and appropriate goals. Community Development workers would need to ensure they brought forward goals and aspirations from the wider communities in which they were based (which may not necessarily be the same goals as those of the organisations in which they were located). |
| Community development (or community-led development) is coordinated across communities in Hamilton. | Being located across a range of organisations may make it difficult for the team to take a coordinating role. Other agencies were keen to see leadership come from within Council. |
| The work of the HCC Community Development team is embedded within a clear HCC governance framework and there are opportunities for regular conversations between the Community Development team and governance. | Being located away from Council may make connections with Council governance and other parts of Council more difficult. |
| HCC Community Development workers are well connected and trusted within communities, including struggling communities in Hamilton. | Appropriate community settings may make connectedness and responsiveness more likely, depending on the nature of each setting. Community houses are generally the providers of grassroots neighbourhood support, though some undertake more community development than others. The majority of the community houses interviewed preferred the team to remain in Council. Not all community houses have space for further |

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|---|---|
| | <p>people. Some other organisations commented that not all community houses have wide reach in to their local communities.</p> <p>There was very little support from anyone I spoke with for Community Development workers to be based in libraries. Libraries are currently being discussed as potential tenants in community hubs, but this is not yet the case in Hamilton. People do not visit libraries to connect with Community Development workers; but rather to look for books or information. Most libraries in Hamilton do not have spare space.</p> |
| HCC Community Development workers are able to work effectively as a team. | Being located around a range of organisations may make it difficult to work as a team. If located all in one community organisation, the team may feel some blurred lines about being a team within the community organisation or a team within Council. |
| Other comments | <p>A possibility could be that the whole team is based in the Hamilton Central library in Garden Place which is very close to the main Council building, which would assist with maintaining strong connections with Council.</p> <p>Alternatively, if Community Waikato and/or others, establish a community hub, it would be appropriate to consider locating the Community Development team at the hub.</p> |
| | The team is employed, managed and located in one community organisation, under a contract arrangement with Council. (The most obvious possibility is Community Waikato.) |
| All community development workers are clear about and skilled in community-led development methods and processes. | <p>There was a view expressed that community organisations other than Council may be more skilled at community development and therefore more able to manage and mentor effectively a community development team. However, community development has been part of local government work and HCC's work for several decades and there are skilled senior members of staff who are able to lead community development.</p> <p>Each community organisation (including Community Waikato) has a narrower community development role, than community development workers within local government are able to take.</p> |
| Community development workers, together with Council and communities, are working toward clear goals. | The team may be more likely to work to the goals of the contracted organisation, rather than the community development goals of Council and communities. |

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| Community development (or community-led development) is coordinated across communities in Hamilton. | Community agencies and DIA want to see this led by local government. |
| The work of the HCC Community Development team is embedded within a clear HCC governance framework and there are opportunities for regular conversations between the Community Development team and governance. | <p>Some people worried that an outsourced Community Development team would become less visible and less relevant to Council. The most likely mitigation of this risk, is to ensure strong connections between the outsourced team, and various parts of Council, including a contract manager, other parts of Council, senior management and Councillors. This is likely to lead to extensive reporting requirements and additional cost to Council.</p> <p>Concern was then expressed that such reporting requirements and the contracting culture would mean debilitating compliance for any organisation employing and managing the Community Development team. The contracting culture and system could work against effective community development.</p> |
| HCC Community Development workers are well connected and trusted within communities, including struggling communities in Hamilton. | Other agencies were concerned that contracting out community development would diminish it and allow Council to increasingly work in ways which were not beneficial for communities. They valued highly the ability of the team to bring Council resources to the table, especially in struggling communities. The loss of the team as the friendly face of Council would be detrimental to communities (and to Council). |
| HCC Community Development workers are able to work effectively as a team. | Being contracted as a team would enable a strong team culture to endure. However, the team is unlikely to be perceived as part of Council and Council may be perceived as having no interest in community development or significant community engagement. |
| Other comments | <p>Community Waikato's focus is capacity building of community sector organisations rather than the broader work of community development. It works primarily with social service organisations supporting their governance and management, and in the social development space rather than in the broader sustainable development space.</p> <p>The desire to locate the Community Development team with Community Waikato may come out of a view that the work would then be more grassroots and more driven by communities, while the structure still enabled the team to be supported as a team. However, Community Waikato's work does not span the full breadth of community development.</p> |

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| | The team is employed, managed and located across a range of community organisations, under a series of contract arrangements. |
| All community development workers are clear about and skilled in community-led development methods and processes. | This would be harder to maintain, with variations in skill levels in leading community development across community organisations. |
| Community development workers, together with Council and communities, are working toward clear goals. | This would also be harder to maintain. |
| Community development (or community-led development) is coordinated across communities in Hamilton. | Being based in a range of community organisations may mean participation of a wider range of organisations in community-led development. However city-wide leadership would be unclear. |
| The work of the HCC Community Development team is embedded within a clear HCC governance framework and there are opportunities for regular conversations between the Community Development team and governance. | This would require significant contract arrangements and reporting, which may work against community development and overload community organisations. There may be additional cost to Council. |
| HCC Community Development workers are well connected and trusted within communities, including struggling communities in Hamilton. | This may or may not be more likely depending on the connectedness of the community organisations across which team members are spread. Community development workers may be closer to community issues. There is real value in being physically located within a community. However, many people expressed concerns about the loss of connection with Council, loss of influence and 'capture' by the focus of each community organisation. Not all community houses, for example, have a wide reach in to local communities. |
| HCC Community Development workers are able to work effectively as a team. | This would be more difficult. Current team members who were contracted out to a range of organisations in the past described feelings of isolation and lack of clarity about their work. |

b. Cost

Council staff have completed some preliminary costings for the following models for service delivery over 10 years:

- Community development staff remain employed by Council and based in-house.
- Community development staff remain employed by Council but located in a range of other sites around the city.
- Community development staff are contracted out as a single team at their current salaries.
- Current community development staff are made redundant and a single organisation is contracted to employ a team of staff at lower salaries.
- Community development roles are contracted out individually across a range of sites in the city.
- Current community development staff are made redundant and community development roles are contracted out individually at lower salaries across a range of sites in the city.

Across all models, the Disability Advisor, Ethnic Development Advisor and Community Development Assistant roles from the current team remain in house. Accordingly, costs associated with these roles remain across all models. The Funding Advisor role is separate to these costings.

A table summarising the costs is set out on the next page.

In all cases, assuming salaries remain at the same level as they are now, the cost of locating staff outside of Council, or of contracting staff to be employed and managed by other agencies is higher than the cost for the current model in which HCC employs, manages and accommodates the Community Development team.

The only way to reduce the cost of the provision of community development is to make the current staff redundant and to reduce the salaries of new staff. This cost model assumes that other agencies contracted by Council to provide community development for Hamilton would be willing to employ staff at lower rates. At least some agencies have indicated that they would not be willing to do this because of concerns about the appropriateness of lower pay rates and the need to attract skilled staff.

I would caution most strongly against offering contracts to provide the same level of community development services as are currently offered, but at a lower cost through salary reductions. The damage to the quality of the work would be significant. If anything, Council could consider employing more senior community advisors to provide the kind of community development leadership which has been widely suggested.

Costings for Community Development Service Models

| Financial Year | Community Advisors Remain In-house | | Contract Out Community Advisors as a Team | | Contract Out Community Advisor Roles Individually | |
|----------------|------------------------------------|---|---|--|---|---|
| | Status Quo | Located Geographically Current Salaries | Single Location Current Salaries | Single Location Redundancies Salary Reductions | Located Geographically Current Salaries | Located Geographically Redundancies Salary Reductions |
| 2018/19 | \$ 3,113,606.00 | \$ 3,153,606.00 | \$ 3,219,333.00 | \$ 3,244,144.00 | \$ 3,324,733.00 | \$ 3,349,144.00 |
| 2019/20 | \$ 3,113,606.00 | \$ 3,153,606.00 | \$ 3,168,176.00 | \$ 2,964,639.00 | \$ 3,273,576.00 | \$ 3,069,639.00 |
| 2020/21 | \$ 3,113,606.00 | \$ 3,153,606.00 | \$ 3,168,176.00 | \$ 2,964,639.00 | \$ 3,273,576.00 | \$ 3,069,639.00 |
| 2021/22 | \$ 3,113,606.00 | \$ 3,153,606.00 | \$ 3,168,176.00 | \$ 2,964,639.00 | \$ 3,273,576.00 | \$ 3,069,639.00 |
| 2022/23 | \$ 3,113,606.00 | \$ 3,153,606.00 | \$ 3,149,126.00 | \$ 2,945,589.00 | \$ 3,254,526.00 | \$ 3,050,589.00 |
| 2023/24 | \$ 3,113,606.00 | \$ 3,153,606.00 | \$ 3,149,126.00 | \$ 2,945,589.00 | \$ 3,254,526.00 | \$ 3,050,589.00 |
| 2024/25 | \$ 3,113,606.00 | \$ 3,153,606.00 | \$ 3,149,126.00 | \$ 2,945,589.00 | \$ 3,254,526.00 | \$ 3,050,589.00 |
| 2025/26 | \$ 3,113,606.00 | \$ 3,153,606.00 | \$ 3,149,126.00 | \$ 2,945,589.00 | \$ 3,254,526.00 | \$ 3,050,589.00 |
| 2026/27 | \$ 3,113,606.00 | \$ 3,153,606.00 | \$ 3,149,126.00 | \$ 2,945,589.00 | \$ 3,254,526.00 | \$ 3,050,589.00 |

7. Recommendations

At the heart of discussion about strategy and structure for the HCC Community Development team, are questions about how Council sees community development:

- Should community development be more akin to community-led development with Council providing local leadership, facilitation and strategic support across a range of potential sustainable development and community aspirations? In this model, community development workers work across a wide range of sectors.
- Should community development be primarily grass roots and driven by local communities? This model often takes a more community activist approach, particularly from within marginalised communities.
- Are there possibilities for something of a hybrid model bridging these 2 ends of the spectrum and making the most of both Council connections and community aspirations?

My discussions with a wide range of internal and external stakeholders suggest that the majority prefer to see community development clearly located within Council and bringing with it Council's resources and mana, while strongly focussing on community and civic engagement and helping Council connect to communities. The work needs to remain very connected and responsive to communities. Having said that, many also believe that the work of the Community Development team could be more strategic.

My recommendations are primarily in line with that focus from a local government setting while also providing for some flexibility to ensure community connectedness and responsiveness.

I recommend that community development in HCC become more strategic in the following ways:

- a. Think beyond social development to broader sustainable development goals. This is in line with the Local Government Act.
- b. Use community-led development processes to work alongside communities across a wide range of interests, including social, economic, and cultural development.
- c. Lead a way of working inside Council which draws on community-led development as the preferred means of engaging with communities.
- d. Forge stronger links with other parts of Council, especially with Strategy and Growth, and use those to develop community engagement with Council.

- e. Use the range of other strategies in the region to identify specific focuses for the next 3-5 years: Waikato Plan²⁰, Vital Signs²¹, Waikato Tainui priorities²², Moving Waikato 2025²³, Creative Waikato's forthcoming regional Navigator, and so on. Tie those focuses to specific team roles.
- f. Identify specific neighbourhoods for focussed neighbourhood development over, say, 5 years. Tie those neighbourhood focuses to specific team roles.
- g. Facilitate the range of organisations interested in community-led development in Hamilton to come together regularly to strategise and collaborate. Inspiring Communities would be a useful resource to support a strategic conversation.

To achieve this more strategic focus, the team will need wider organisational support, which could include the following actions:

- h. Articulate a governance and senior management level commitment to community/sustainable development which is reflected in strategy and policy documents.
- i. Provide regular formal and informal opportunities to talk about communities in Hamilton with the Community Services Committee and Councillors in general.
- j. Agree a moratorium on reviewing (other than usual performance reviews) the Community Development team for 5 years to enable the team to flourish.

A workshop on community development from a local government perspective may be useful for Councillors.

A developmental evaluation could be implemented alongside a new strategy to articulate well desired outcomes and actual achievements.

There is no perfect management structure nor location for the HCC Community Development team. On balance, I recommend that the team stay employed and managed by Hamilton City Council, and primarily located in central HCC premises at this point.

In making this recommendation, I have taken in to account the feedback from almost everyone I interviewed that they preferred the Community Development team to be part of

²⁰ The Waikato Plan <http://www.waikatoplan.co.nz/about-the-plan/read-the-plan/>

²¹ Vital Signs Waikato
[https://static1.squarespace.com/static/556f46bce4b02b07d0842cc7/t/5800196fb8a79b850d84e805/1476401672824/Waikato Vital Signs Report 2016 lowres.pdf](https://static1.squarespace.com/static/556f46bce4b02b07d0842cc7/t/5800196fb8a79b850d84e805/1476401672824/Waikato+Vital+Signs+Report+2016+lowres.pdf)

²² Waikato Tainui, see for example <https://www.waikatotainui.com/downloads/Waikato-Tainui%20Annual%20Report%202016-2017.pdf>

²³ Moving Waikato 2025 <http://www.sportwaikato.org.nz/about-us/movingwaikato.aspx>

Council and therefore to bring to communities the mana, influence, resources and networks of Council.

I recommend managing and providing community development in the following ways:

- k. Continue to employ and manage the Community Development team.
- l. Articulate sustainable development policy and goals to guide the work of the Community Development team, including deciding on issues and neighbourhoods to be focussed on over specific timeframes.
- m. Provide opportunities for regular formal and informal reporting and conversations between governance members, senior management, other departments and the Community Development team.
- n. Consider whether or not it is necessary to have both a team manager and 2 senior advisors who also lead the team. However, structure the team so that there are community advisor roles which are senior enough to carry responsibility for influential cross-Council relationships, policy and strategy development, and collaboration.
- o. Keep the Ethnic Development Advisor, Funding Advisor and Disability Advisor roles as they are.
- p. Structure the community advisory team so that there are clearly identified issue and location focuses.

This could for example, mean using a matrix structure so that each advisor has an issue area of expertise and relationships (eg. community housing, sport for development, youth, Maaori and Pasifika communities, older persons, civic engagement) and a neighbourhood area of expertise and relationships.

Alternatively, 4 advisors could each have an issue focus and 4 advisors could each have a neighbourhood focus.

In either structure, there should be significant cross-fertilisation across the team to draw on both issue and location focuses. Ensure each advisor is responsible for maintaining key relationships for each issue and location.

Ensure that communities and Council staff members know who to speak with in the Community Development team about specific interests or neighbourhoods. Use the website to make Community Development team members more accessible.

- q. Locate the team primarily in central, accessible and welcoming premises, which assist Community Development team members to form strong working relationships within Council while consistently being active in communities.

Move the team out of the Duke St premises. It may be appropriate to consider locating the team in a community hub, if that comes to fruition.

- r. Consider also locating team members in settings which are at the heart of either issues or neighbourhoods for a portion of time within particular strategies or projects. Ensure that these are not isolating settings but genuinely contribute to achieving community aspirations.

For example:

- If Nawton was a neighbourhood focus for 5 years, consider locating a team member at Western Community Centre for part of each week.
- If the development of community infrastructure in Rototuna was a focus, consider a local Rototuna setting for an appropriate time.
- If a strategy focussed on using sport for community development purposes, consider locating a team member at Sport Waikato for part of each week.
- If a strategy focussed on community and affordable housing, consider locating a team member at the recently established Waikato Housing Hub for part of each week.

Hamilton is a growing vibrant city. There is an opportunity now for HCC to provide leadership in community development across the city.

Appendix I: United Nations Sustainable Development Goals

From the Agenda for the General Assembly, 21 October 2015.

See http://www.un.org/ga/search/view_doc.asp?symbol=A/RES/70/1&Lang=E

Retrieved 22 February 2018.

Sustainable Development Goals

- Goal 1. End poverty in all its forms everywhere
- Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- Goal 3. Ensure healthy lives and promote well-being for all at all ages
- Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- Goal 5. Achieve gender equality and empower all women and girls
- Goal 6. Ensure availability and sustainable management of water and sanitation for all
- Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all
- Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- Goal 10. Reduce inequality within and among countries
- Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable
- Goal 12. Ensure sustainable consumption and production patterns
- Goal 13. Take urgent action to combat climate change and its impacts *
- Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

* Acknowledging that the United Nations Framework Convention on Climate Change is the primary international, intergovernmental forum for negotiating the global response to climate change.

Appendix 2: Inspiring Communities and Community-led Development

Taken from the Inspiring Communities Advice to the Incoming Government 2017. See <http://inspiringcommunities.org.nz/wp-content/uploads/2017/11/IC-advice-to-Ministers-web.pdf>

Retrieved 22 February 2018



Take a Community-led Approach to Achieve Government Objectives

Advice to Ministers
November 2017

Traditional government ways of fixing social, economic and environmental problems need to change. This Government has a unique opportunity to create sustainable change by supporting people and communities to shape the solutions that affect them. Expanding their capacity to take action will achieve more tailored, integrated and cost effective outcomes.

Community-led development is a way of working together in a place to create and achieve locally owned visions and goals.

Inspiring Communities (IC) is an NGO with comprehensive knowledge of how community-led approaches trigger new ways of working that better achieve effective, sustainable change. We are dedicated to growing the capacity of agencies and communities to work together to address social, environmental and economic disparities. Our experience tells the time is right to build a new approach – one that connects and leverages the existing local wisdom in many communities across New Zealand. One that also lies at the heart of wellbeing economics.

Here's two examples where this approach is already being applied:

Linking regional economic growth and social wellbeing – IC has worked alongside the Ōpōtiki community as they create transformative change leading to new industry, infrastructure and jobs for local people. (appendix one)

Child Rich Communities – An IC brokered partnership with UNICEF, Plunket, and Every Child Counts has profiled and learnt from initiatives across a wide range of communities integrating social services and community-led development to tackle child poverty and enhance child wellbeing. We have plans to expand this.

What's required:

Government acting as a partner, enabler and co-host, rather than prescribing from the top.

Supporting innovative leadership from Government (Central and Local) and communities.

Ensuring regional development incorporates investment in community-capacity building, alongside hard infrastructure.

Reforming public policy process to increase flexibility for communities to be active, supported and resourced to define what issues they wish to address and how they intend to do it.

Repackaging the Social Investment Agency as a resource hub for agencies, places and people working towards more holistic solutions. (appendix three)

Inspiring Communities can support the Government to effect transformational change. We are best placed to provide expertise on how to design and implement community – led development approaches alongside other policy levers and investment.



Working in partnership with Inspiring Communities

Government can:

- Co-design policy that enables communities and regions to act, organise and grow their capability
- Expand engagement with the people that are the focus of policy settings but are often not consulted
- Grow the capacity of the public sector to add value to the potential of local communities
- Support a shift from measuring economic production to valuing and investing in community wellbeing.

Our five core principles of community-led development should guide this process.¹

1. Shared local visions drive action and change.
2. Use existing strengths and assets.
3. Many people, groups and sectors working together.
4. Build diverse and collaborative local leadership.
5. Working adaptively, learning informs planning and action.

1. For detailed explanation of these principles see appendix two

People are tired of being done ‘to’. Addressing complex challenges works best using an adaptive rather than a ‘cookie cutter’ approach. Community-led development shifts from narrow, linear definitions of the causes of poor outcomes, to understanding the complex environment of dynamic and inter-related factors that contribute to these outcomes.

By applying these principles we have found that:

- **A community-led approach is more effective because...** it leverages the knowledge of local experience and relationships to understand how systems can be improved. This ensures tailored approaches that build on the unique issues and assets in each community. It allows individuals and communities to gain insights into their needs and how to best address them.
- **A community-led approach is more efficient because...** it taps into a range of other resources in the community, so actual level of investment (through time, capability and finances) can be greater than the spending by government alone.
- **A community-led approach is more enduring because...** it provides sustainability beyond initial investment period, by engaging the support of local leaders and organisations, and often other funding sources. It also creates a broader constituency of support, trust based relationships and cultivates local ownership and long term commitment to change.
- **A community-led approach generates a wider range of wellbeing benefits because...** it is not just about individual success or narrowly defined issues. It is collaborative, with the people and communities requiring the change being active in all the stages, including co-designing solutions. This in turn grows social capital and community resilience.

Our communities have knowledge, strengths and assets that they can and are collectively building on to improve our lives. We need to do more to foster and support communities.

Community-led change is a journey – it takes time, skill and trust. We urge the new Labour-led Government to be brave and trust communities to understand what will work for them. We welcome the opportunity to meet with you to progress how community-led development can be the building block to greater citizen participation and grow wellbeing for all New Zealanders.

For more about us visit: www.inspiringcommunities.org.nz

Appendix 3: Local Government Authority Community Development Benchmarking

Note that the estimated Hamilton population for 2017 was 165,400. All population figures below are estimates for 2017²⁴.

1. Napier City Council (population estimate 62,000)

Napier City Council have a Community Strategy Team, which sits within a Community Services Unit. Positions within this team are directly employed by Council and are based within the main council building; however, management of Napier Youth Council is contracted out.

Positions Include:

- Community Strategies Manager
- Community Advisor
- Community Funding Advisor
- Community Projects Assistant
- Housing Coordinator
- Housing Officers (1.25FTE)

The roles within the Community Strategy Team focus from ground level community work through to higher level strategy and policy development, including:

- Development of policy and strategy
- Provide community advice
- Community networking
- Community group capacity building
- Research
- Community Consultation
- Run community events and engagement activities
- Run community surveys
- Community housing and welfare checks

2. Palmerston North City Council (population estimate 87,300)

Palmerston North City Council disestablished their Community Development Team in 2007. This created an uproar from the community and significant damage to relationships. In 2012 a Community Liaison Team was established as part of a Libraries and Community

²⁴ Data extracted from Stats NZ <http://nzdotstat.stats.govt.nz/wbos/> 18 February 2018.

Services Unit review, driven by a move to greater community engagement across the unit. The team sits within a Community Engagement Team. Positions within this team are all employed directly by Council and are based at the Palmerston North City Library.

Positions include:

- Community Groups Advisor - Builds capacity within community groups.
- Community Advisor - Works as leaders in community.
- Arts Coordinator
- Maaori Liaison Coordinator
- Pasifika Liaison Coordinator
- Safe Communities Coordinator - Projects include 'Welcoming Communities'. Focus is to create a welcoming community for newcomers. Includes working with relevant community groups and Massey University to create a culture of being a welcoming city. The Safe Communities Coordinator also leads a Safety Advisory Board. Initiatives promote safety in the traditional sense, as well as providing a city where people are safe to express who they are.
- Residential Property Officer and Housing Officer - Manage social housing and 7 community run community centres. Palmerston City Council also built and own a community facility to house social services, currently occupied by 15 organisations.

Other teams include:

- Youth Services Team -Work out of a dedicated youth space owned by Council.
- Events Team – run core city events.
- Programmes Team – Brings together programmes utilising libraries.

3. Tauranga City Council (population estimate 131,500)

Tauranga City Council has a Community Development Team, all employed directly by Council and based at the main Council building. The Team was established in 2014 to support the work of the then Community Committee of Council. A significant review was undertaken in 2017 leading to restructuring and additional positions to respond to workload and increased expectations of responsibility from communities and Council, to clarify roles while enabling flexibility, and to enable greater strategic input. In 2016, Tauranga City Council also commissioned a review of community needs and recommended priority areas for the work of the Community Development Team.

Positions include:

- Manager: Community Development
- Community Development Advisor: Youth & Graffiti
- Community Development Advisor: Age Friendly & Disability

- Manager: Project Tauranga
- Community Development Advisor: Safer Communities
- Community Development Coordinator
- Community Development Project Manager
- Community Development Administrator
- Community Development Advisor: Social Infrastructure & Housing
- Community Development Advisor: Welcoming Communities (Migrant Support)

Community Advisors work at a strategic level within Council, sitting on steering groups and working closely with other teams within Council. They are also leaders in the community, capacity building, facilitating community meetings and bringing together relevant community groups to work on community issues.

While the core responsibilities in each position remain the same, other issues and projects are allocated as needed. Each advisor manages multiple relationship with key stakeholders and community organisations.

The work is guided by and has contributed to the Community Wellbeing Strategic Plan developed for 2018-2021.

4. Christchurch City Council (population estimate 381,500)

Christchurch City Council has a Support and Governance Unit, divided into seven teams. Each team is located geographically alongside each Christchurch City Council Community Board. There are 18 Community Advisors spread across these teams, all employed directly by Christchurch City Council.

Community Advisors Work with community groups and services to capacity build and help them achieve their objectives. They help community groups access relevant information and resources and act as a conduit between Council and the community. They have a strong focus on civic engagement within their roles. The advisors provide an essential link between Council and communities.

The Support and Governance Unit completes a monthly newsletter. Community Advisors report monthly to their local boards. The Unit and community boards report on what is happening within the community to Council in Community Council Meetings each month. This is very effective for helping Councillors understand what's happening in the communities and the work that is done by staff within communities.

5. New Plymouth District Council (population estimate 80,700)

New Plymouth District Council has a Community Partnerships Team. Positions within this team are directly employed by Council and are based within the main Council building. The Community Partnerships Team focuses on connecting community organisations to achieve council outcomes, in line with the New Plymouth District Blue Print Key Directions.

Positions include:

- Community Partnerships Lead
- Community Partnerships Advisors (2FTE)

One of the Community Partnership Advisors works predominantly with Marae and Maori organisations.

New Plymouth District Council also funds and directs an organisation called 'The Wheelhouse', which runs training and coordinates a training calendar for local community organisations. There is a coordinator role within this organisation.

6. Porirua City Council (population estimate 56,100)

Porirua City Council have a City Partnerships Team, which sits within the City Growth and Partnerships Group. The positions in these teams are employed directly by Council and are based in the main Council building.

Positions include:

- City Partnerships Manager
- Senior Partnerships Advisors (3FTE)
- Village Projects Coordinator
- Graffiti Management Coordinator
- Porirua Harbour Strategy Coordinator
- Zero Waste Coordinator

The Senior Partnership Advisors work with community organisations to deliver council strategic priorities. One of the Senior Partnership Advisors is focused on working with schools on consultation and engagement on council issues. The other Senior Partnership Advisor works on a broad range of issues in the community by pulling together groups to work on these issues.

7. **Dunedin City Council** (population estimate 128,800)

Dunedin City Council have a Community Development and Events Team which includes three Community Advisors and two Arts Advisors, all employed directly by Dunedin City Council and based in the main Council building.

Advisors work with community groups, capacity building and networking. They provide funding advice and complete funding assessments. They also provide advice to other teams within Council and are a link between community and Council.

Community advisors each have an area of specialisation, including:

- Place based
- Young people
- Social housing, older people, disability and refugees.

8. **Lower Hutt City Council** (population estimate 104,700)

Since 2014, Hutt City Council have no specific community development team, instead integrating community development principles across all its community services work, particularly in the areas of literacy, arts and recreation. This means that community-based programmes and projects may be delivered by staff from across the business group, including activities that promote wellbeing through recreation services. There has been a focus on delivering services in the north/east parts of the city where high levels of socio-economic deprivation occur.

Hutt City Council has a Community Projects and Relationships team of four community facilitators who work with agencies to implement community-based project. These roles are currently based on site at Hutt City Council Pool. Other roles that integrate community development principles are based across the city. All roles are employed directly by Hutt City Council.

The Council is currently developing a network of community hubs that house Council services (such as libraries and sports facilities), and some community services (such as Plunket), within local communities. Council staff deliver, sometimes in partnership, community services within these Hubs.

9. Rotorua Lakes Council (population estimate 71,700)

Rotorua Lakes Council do not have any specific community development roles, instead integrating community development principles across all its work, guided by portfolios.

Portfolios include:

- Creative Communities
- District revitalisation
- People
- Sport and Recreation
- Sustainable Economic Development
- Sustainable Living
- Te Arawa Partnerships

Some aspects of community development that sit within core council departments, include:

- Engaging with community on Council issues.
- Providing support to community organisations and initiatives through funding and strategy.
- Running annual community awards.
- Two Tuia Mayoral representatives are mentored by the Mayor each year.

Council Report

| | | | |
|---------------------|---|--------------------|---------------------------|
| Committee: | Community and Services Committee | Date: | 17 April 2018 |
| Author: | Andy Mannering | Authoriser: | Lance Vervoort |
| Position: | Social Development Manager | Position: | General Manager Community |
| Report Name: | Community Assistance Policy - Multi-Year Community Grant Allocation 2018-21 | | |

| | |
|----------------------|-------------|
| Report Status | <i>Open</i> |
|----------------------|-------------|

Purpose

1. To inform the Committee on the Multi-Year Community Grant allocation outcome for the 3-year term beginning 1 July 2018.

Staff Recommendation

2. That the Community and Services Committee receives the report.

Executive Summary

3. Hamilton City Council's Multi-Year Community Grant supports the operational management of community infrastructure. Community Infrastructure is defined in the [Community Assistance Policy](#) as the community gathering spaces that are used to deliver services, programmes and activities that benefit the social, cultural, arts and environmental wellbeing of communities in Hamilton.
4. The Multi-Year Community Grant has a maximum allocation amount of \$850,000 per annum.
5. The External Allocation Committee, comprising of two Elected Members and five community representatives have delegated authority to allocate the funding on behalf of Council.
6. The Multi-Year Community Grant allocation committee approved a total of \$850,000 (per annum for 3 years) to 24 applicants.
7. Staff consider the matters in this report have medium significance and that the recommendations comply with the Council's legal requirements.

Background

8. The [Community Assistance Policy](#) was adopted by Council at the 31 October 2017 Community and Services Committee ([Agenda](#), [Minutes](#)).
9. All applications for funding are managed through the SmartyGrants online funding application system.
10. The funding application round was advertised for a 6-week period, opening from 1 November 2017 until 5pm 15 December 2017. All previous recipients were made aware of the process and application dates.

11. Thirty-six (36) applications were received with a total funding request amount of \$1,896,857 per year.
12. The allocation committee consisted of seven voting members, that included two elected members Councillors Southgate and Henry, and representation from key community funding organisations.
13. Each application was assessed by the allocation committee members against the funding criteria, prior to the committee meeting to make decisions.
14. Community and Social Development staff reviewed the applications prior to the allocation committee meeting, and provided relevant feedback and assistance to members as appropriate.
15. The allocation committee convened on 1-2 February 2018 to assess, discuss and determine the successful applicants.
16. The allocation committee approved 24 applications, with a total funding approved of \$850,000 per year for the next three years. The allocation committee thought this was a fair representation of Council investment to Hamilton communities.

| Type/Sector of Community Organisation | Financial support |
|---------------------------------------|-------------------|
| Community House/Centre | 285,000 |
| The Arts | 245,000 |
| Environmental | 50,000 |
| Ethnic Communities | 110,000 |
| Other Community Gathering Places | 160,000 |

17. The allocation committee request Council consider as part of the 10-year plan process the ongoing level of investment in community grants.
18. The allocation committee wanted to highlight the challenging decisions due to the level of funding available. Two groups who are currently funded by Council via other mechanisms were included in this round of the Multi-Year Community Funding, yet the available funding was less than 2015.
19. Community Grants allocated by Council under the Community Assistance Policy have not included any inflation adjustment since 2007.

| 2015-18 | | 2018-21 | |
|---|--------------------|----------------------------|------------------|
| Multi-Year Community Grant | \$900,000 | Multi-Year Community Grant | \$850,000 |
| Age Concern Operational Grant | \$55,666 | | |
| Clarence Street Trust Operational Grant | \$75,000 | | |
| Total funding - Community Infrastructure | \$1,030,666 | Total funding | \$850,000 |

Risks

- 20. All applicants have been notified of the funding decisions. Staff have ensured that all previous recipients of Council funding were kept informed of the process to mitigate any potential risk. However, there is still risk that some groups will not be happy with the outcome.
- 21. 29 community organisations were funded via the 2015-18 Multi-Year Community Grant or received operational support in the previous three years. The following funding changes have occurred.

| Change from 2015 funding received | Number of Organisations |
|---|--------------------------------|
| Increased funding this round | 3 |
| Funding stayed the same | 8 |
| Decreased funding this round | 12 |
| Not funded this round | 6 |
| New recipients (were not previously funded) | 1 |

- 22. Unsuccessful applicants were notified and invited to apply to the Single-Year Community Grant that closed on 1 March 2018.

Attachments

Attachment 1 - Multi-Year Community Grant (2018-21) - Successful Applicants

Multi-Year Community Grant (2018-21)

The Hamilton City Council "Multi-Year Community Grant" of \$850,000 per annum was allocated via an External Allocation Committee in 2017/18. A total of 36 applications were received in this funding round, requesting \$1,896,857 per year, of which 24 were successful, allocating a total of \$850,000 a year.

| Successful Applicants | Total Allocated |
|---|------------------|
| 1 Western Community Association | 80,000 |
| 2 Creative Waikato Trust | 80,000 |
| 3 Hamilton Multicultural Services Trust | 65,000 |
| 4 Zeal Education Trust | 65,000 |
| 5 The One Victoria Trust Board | 50,000 |
| 6 Waikato Environment Centre Trust (Go Eco) | 50,000 |
| 7 Te Whare o te Ata Fairfield/Chartwell Community Centre Trust | 45,000 |
| 8 Clarence Street Theatre Trust | 40,000 |
| 9 Rauawaawa Kaumatua Charitable Trust | 40,000 |
| 10 Hamilton South Community Centre Association Incorporated | 40,000 |
| 11 Glenview Community Centre | 40,000 |
| 12 South East Kirikiriroa Community Association | 35,000 |
| 13 Age Concern Hamilton Incorporated | 30,000 |
| 14 Te Rongopai Community Trust | 25,000 |
| 15 Citizens Advice Bureau Hamilton Inc | 20,000 |
| 16 Pukete Neighbourhood House | 20,000 |
| 17 The Community Waikato Trust | 20,000 |
| 18 Shama (Hamilton Ethnic Women's Centre) | 20,000 |
| 19 Te Whakaruruhau 2013 Incorporated (Waikato Women's Refuge) | 20,000 |
| 20 Hamilton Christian Nightshelter Trust | 18,000 |
| 21 Refuge Orientation Centre | 15,000 |
| 22 Young Women's Christian Association of Hamilton Incorporated | 12,000 |
| 23 K'aute Pasifika Trust | 10,000 |
| 24 Riverlea Theatre and Arts Centre Incorporated | 10,000 |
| Total Allocated | \$850,000 |

Council Report

Item 9

Committee: Community and Services Committee
Date: 17 April 2018

Author: Kelvin Powell
Authoriser: Blair Bowcott

Position: City Safe Unit Manager
Position: Executive Director Special Projects

Report Name: Civil Defence Emergency Management (CDEM) Update

| | |
|----------------------|-------------|
| Report Status | <i>Open</i> |
|----------------------|-------------|

Purpose

1. To inform the Community and Services Committee on progress on the shared service arrangement with Waikato Regional Council for the delivery of Civil Defence Emergency Management (CDEM) activity on behalf of Hamilton City Council.

Staff Recommendation

2. That the Community and Services Committee receives the report.

Executive Summary

3. In August 2016 Council approved a service level agreement with Waikato Regional Council (via the Waikato Group Emergency Management Office) to deliver Hamilton City Council's Civil Defence Emergency Management (CDEM) for a term of six years and nine months. At the 1 June 2017 Council meeting the approved contract sum was amended to reflect additional costs.
4. A condition of the contract was a report back to Council on a quarterly basis on the performance and delivery of the work plan and update Council on other deliverables.
5. The Waikato Group Emergency Management Office Manager has provided a quarterly report on Hamilton CDEM activity and will attend the meeting to answer any questions.

Discussion

6. On 5 March 2018 Council transitioned its Emergency Operating Centre to the new Genesis facility. Council staff engaged in CDEM have been undergoing familiarisation visits to the Centre since then. The first training exercise in the new facility will occur on 26 March 2018.
7. The Senior Leadership Team have toured the new facility and used the visit as an opportunity refresh their leadership roles and responsibilities during an emergency. We are just finalising a suitable date for elected members to be hosted at the new facility.
8. In late February 2018 Andre Chatfield, the Hamilton Alternate Controller, successfully completed the week long CDEM Controller Qualification course in Wellington.

9. In late March 2018 HCC will undergo a further external CDEM capability assessment. The assessment process uses both quantitative (assessment tool) and qualitative (interview) processes to identify themes that illustrate the current level of maturity across key performance areas and also identifies some of the opportunities and barriers to improving CDEM performance. Our 2017 assessment result of 44% has been used as the baseline to measure our progress.
10. Staff are required to report quarterly to Council on the performance and delivery of the CDEM work plan. The report is included in Attachment 1. In particular, I draw attention to the very high level of focus on community engagement as we look to develop and enhance community resilience to be able to respond in an emergency.
11. Good progress continues to be achieved on the agreed work programme and areas of priority.

Financial Considerations

12. The total cost of the shared service contract approved by Council was \$3.1 million spread over the six years and nine-month life of the contract at an annual average contract cost of \$460,000.

Legal and Policy Considerations

13. Hamilton City Council is obligated by Section 64 of the Civil Defence Emergency Management Act 2012 to “plan and provide for civil defence emergency management within its district”.

Risks

14. The shared service contract arrangement with Group Emergency Management Office for the method of service delivery does not release Hamilton City Council of its obligations and accountability for the implementation and integration of civil defence.

Attachments

Attachment 1 - Civil Defence Emergency Management - Quarter 2 report

To: Hamilton City Council (HCC)
 From: Waikato Civil Defence Emergency Management (CDEM) Controller/Manager
 Date: 26 February 2018
 Subject: Hamilton City CDEM Professionals 2nd Quarterly Report
 Report prepared by: Stephanie Courtney - Planning and Strategy

Staff

Since the last quarterly report of 3 October 2017; both Chris Hattingh (Operational Coordinator) and Julian Snowball (Team Leader) have left CDEM for promotional opportunities. Stephanie Courtney has now been appointed as the Strategic Planner for a fixed term until December 2018, replacing Andy Bubear who has been promoted to Team Leader – Operations, responsible for management of the HCC team and our other Local Service Agreements.

Interviews are currently underway to fill the Operational Coordinator role.

At a Local level, HCC’s Local Controller, Kelvin Powell has appointed Nick Chester, Nick is the Council’s Social Development Advisor and Volunteer Coordinator. Nick will also lead coordinating both pre-screened volunteers and spontaneous volunteers during an activation for the Incident Management team (IMT).

Priority Work Programme

Figure 1. Metrics key

| Stages | Status | | | |
|----------------|-----------|---------|--|-------------|
| Planning | Completed | On Plan | Off Plan - Plan for recovery in plan | Help Needed |
| Implementation | | | | |
| Functional | | | | |
| Optimal | | | | |

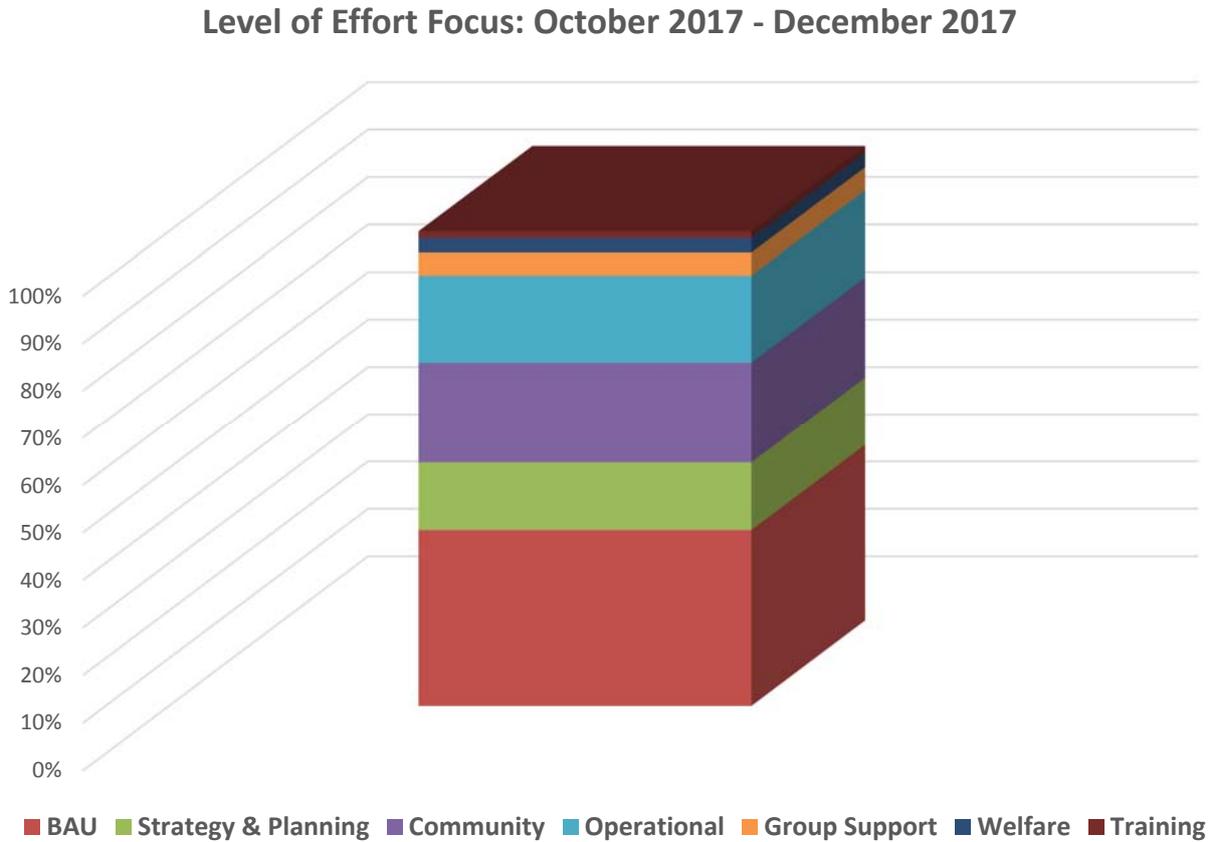
Figure 2. Work Programme status – December 2017

| RECOMMENDATION | Planning | Implementation | Functional | Optimal |
|--|----------|----------------|------------|---------|
| Enhancing capability to recover from emergencies | | | | |
| Appointment of a Recovery Manager | | | | |
| Review of HCC Local Recovery Plan to comply with the latest amendments conducted in 2017. Recovery to be included in all exercises. | | | | |
| Welfare: Enhancing HCC capability to manage emergencies | | | | |
| Sustainment of appropriate HCC Welfare Manager position | | | | |
| Confirmation of terminology associated with Recovery Coordination Centres/Civil Defence Centres (CDC) /Recovery Assistance Centres to prevent confusion on any activation of the revised Local Recovery Plan | | | | |

| Welfare: Enhancing HCC capability to manage emergencies | | | | |
|---|--|--|--|--|
| Welfare strategic plan | | | | |
| Any outcomes of the CDC project to be included in all CDEM documentation for standardisation, in particular the revised Hamilton City Response Plan | | | | |
| Re-establishment of Local Welfare Committee (LWC) with identification of appropriate local level agencies for its membership and the draft LWC Terms of Reference (TOR) | | | | |
| Increasing Community Resilience through understanding and participation in CDEM | | | | |
| Development of a Community Resilience Strategy and a public education programme | | | | |
| Integration and coordination between CDEM coordinators and the HCC Community Development team for development of resilience, social capital and neighbourhood response plans tailored to specific communities | | | | |
| Review of the current Community Response Plan and the promotion of CDEM information to public | | | | |
| Priority development of the relationship between HCC Communications team and the CDEM coordinators for coordination of Public Information Management (PIM) activities | | | | |
| Operations: Enhancing HCC CDEM training and exercise programme | | | | |
| Development of HCC CDEM training and exercise programme | | | | |
| Review and update HCC Emergency Operating Centre (EOC) in line with regional and national best practice | | | | |
| Appointment of an Alternate Local Controller | | | | |
| Alternate EOC arrangements are established | | | | |
| HCC integration: Increasing Readiness through participation in CDEM activities | | | | |
| HCC Human Resources (HR) CDEM collaboration to develop a training programme: increasing EOC staffing sustainability beyond the initial stages | | | | |
| Review the effectiveness of current and alternate EOC sites and corrective actions for any Information Communications Technology (ICT) issues | | | | |
| HCC give full effect to the HCC/Waikato Regional Council Service Level Agreement (SLA) requirements, and consider how it provides an environment of success for the embedding of CDEM staff on a 24/7 basis including the resolution of connectivity issues | | | | |

Priority Work Programme Metrics

Figure 3. Work Programme Metrics – October 2017



The last quarter comprising of 1365 hours has seen the team focusing in on business as usual, strategy and planning, community engagement and operational capability development. Strategy and Planning is making inroads as a number of policies, plans and procedures continue to be developed and reviewed. As the team progresses into the next quarter, Council will see an increased focus in training community and business resilience engagement.

A small percentage of the team’s time was spent supporting the broader CDEM Group. This support continues to focus on the cultural engagement strategy which ultimately will be used to benefit HCC along with other members councils.

Civil Defence Centre Project (CDC)

Planning has been underway for the establishment of alternative Civil Defence Centres (CDCs) at seven Community Facilities: Celebrating Age Centre, Enderley Park Community Centre, Fairfield Park Hall, Te Rapa Sportsdrome, Old St Peters Hall and Frankton Railway Institute. These properties are going to be leased from July 2018 and we are engaged with Facilities to look for opportunities to allow specific emergency use.

A further six establishments have been identified as potential CDC’s; currently there is a strong emphasis on building relationships with the following groups: The Peak - Te Pūmanawa o Rototuna (shared facility with Rototuna Junior and Senior High Schools); Glenview Community Centre; along with four other buildings: WYCA; YMCA; Western Community Centre and the Te Rapa Racecourse which are on the list to have renewed MoU’s or of similar engagement; Councillor Casson has offered to his support in relationship development within the Rototuna area.

Priority has been given to identify and develop Community Response Groups associated with CDC and Community Centres (CLC) across the city, including Marae. The first official community meeting at The Western Community Centre to develop their CLC or CDC has been moved to late in March 2018.

A new engagement tool is undergoing testing and should be ready for release within the next quarter. The Epicentre application is an online community engagement tool that allows sharing and learning opportunities for Community Response Groups (CRGs). This application will be promoted by HCC CDEM across Hamilton City to further develop CRGs.

Operations Report

There have been no localised emergency events during the past quarter; however in January, Thames Coromandel experienced a storm surge which included a combination of King tides, strong to gale force winds and several days of heavy rain resulting in the inundation of low lying coastal areas. The Thames Coromandel operating area EOC was activated and staff from both HCC CDEM and the GEMO were activated.

HCC's EOC remains in a state of readiness should there be a need to activate during an event. In December 2017, the GEMO moved to the new state of the art Genesis building which has a dedicated EOC, training facilities and BAU centre; the HCC EOC is transitioning to the Genesis building and will be in-situ by 5 March.

CDEM Training / Exercise Program

There were three Initial Notification and Initial CDC activation process exercises held in the last quarter for the HCC Community Development team and Local Welfare Committee. Whilst training courses have been facilitated, the absence of the Operations Coordinator has identified some issues with the Training and Exercise Implementation Plan 2018, this plan is currently being reviewed and updated so it is fit for purpose.

While recruitment for a training coordinator within the Group Emergency Management Office (GEMO) commences in February, it is reassuring to advise that during this quarterly period, 38 HCC staff completed CDEM training (as per the table below) and this brings the total number of HCC staff with some Integrated Training Framework training to 264.

Figure 4.HCC Staff Training Attendance 2nd Quarter – December 2017

| Course | Number of Trainees |
|-----------------|--------------------|
| CC Foundation | 16 |
| CC Intermediate | 22 |
| Total | 38 |

Community Engagement

Much of the work programme HCC CDEM officers are focusing on has crossover and collaboration continues to be a strength as both new and renewed engagement across communities is gaining traction.

While the HCC Resilience Strategy has not reached implantation HCC CDEM officers have been engaging with the groups identified in the strategy.

HCC CDEM staff spent a day in Garden Place in December 2017 promoting CDEM alongside Emergency Services partners which is a significant win as this was the first time CDEM have been included in a Police Lead emergency community event.

Planning for Waikato show 2018 is underway and involves leading the engagement with 18 confirmed exhibitors within the Safety Expo.

The attendance at Volunteering Waikato training and Stakeholder meetings is continuing and GEMO currently have an external contractor developing job descriptions, investigating health and safety and deployment process/issues etc. This will provide a framework for utilising volunteers in emergency management roles for Hamilton City Council (excluding HCC staff).

Neighbourhood Support held their last committee meeting at the GEMO and a Memorandum of Understanding (MoU) will be developed in order for each organisation to leverage off one another's relationships within the community.

To ensure oversight of community engagement, Councillors raised the need to be consulted with in respect of community engagement. The HCC CDEM Community Engagement Coordinator has contacted each Councillor office and to date has met with Councillor James Casson. There has been continuation of extensive community engagement with a large number of Hamilton organisations and this focus continues to reinforce and further strengthen relationships, build trust and provides the opportunity to further enable a cohesive approach to building community resilience across the area.

Figure 5. Number of Engagements

| Partnerships | Engagements | Number |
|-------------------------|---|--------|
| Iwi Relationships | Koroneihana, Waikato Tainui, Kirikiriroa Marae, Iwi Relationships Forum WRC, TPK, Tuwharetoa | 18 |
| Volunteer Organisations | Red Cross, Volunteering Waikato, Māori Wardens, Neighborhood Support, AREC Glenview Radio and Electronics | 11 |
| Tertiary Institutions | University of Waikato, Te Wānanga o Aotearoa, Wintec | 6 |
| Lifeline Utilities | Lifelines Utilities Conference, HCC Waters, Facilities | 1 |
| Emergency Services | NZ Police, Fire Emergency NZ, St John, EMT, Waihereora | 12 |
| Hamilton City Council | Welfare Managers, Committee, Coordination Group, Staff training, H3, Parks, Customer Services, Community Facilities | 31 |
| Business Community | Kiwi Rail, Shelter Box, Safekids, Surf Lifesaving NZ, Prepare.co.nz, Risk Prevention Ltd, Plunket, Worksafe, Ecolab | 23 |
| Government Departments | DHB, TPK, MSD, MVCOT, Probation, WRC Hazards Team, Auckland CDEM | 16 |
| Faith Based Communities | St Aidens, Latter Day Saints (LDS) | 6 |
| Communities | Single Parent Services, Family Start, Youth Services, Age Concern, Disability Services, Migrant, Western Community Centre, Sikh Community, Settlement Centre, Rauawaawa Kaumātua Charitable Trust, North East Community Hub | 13 |
| Schools | Fountain Montessori | 7 |
| Total | | 144 |

Welfare

The Local Welfare Committee (LWC) continues to meet on a quarterly basis and an exercise was recently undertaken to consider how Claudelands, FMG and Waikato Stadium should be utilised in an emergency event. There was robust discussion as to how each space would be best suited to the needs of the community. LWC's priority is to facilitate ongoing consultation and engagement with key stakeholders to ensure all aspects of the communities needs are captured in a CDC.

Plans / Strategy

The draft Hamilton City Council Resilience Strategy is currently being readied for review and feedback. The Strategy focuses on community engagement, connectedness and empowerment. To ensure the Strategy's success, it is essential that we champion its message of resilience and how this should become part of 'business as usual'. Importantly, building resilience is everyone's business and fostering engagement with our stakeholders underpins the strategy's success.