

# Community Wellbeing Strategy with Terms of Reference

2016 - 2019





*Community Wellbeing Strategy Vision Statement*

*“Everyone in Horowhenua  
district is thriving”*

# Introduction

**This Strategy with Terms of Reference has been developed and confirmed by the collaborative that comprises Horowhenua District Council's Community Wellbeing Executive and has been endorsed by Horowhenua District Council.**

This Strategy is intended to provide a disciplined results-based approach directed at achieving community wellbeing through collective impact over the next 3 years, 2016-2019.

Community well-being is not easy to "measure". Community wellbeing is related to people feeling a positive sense of place and belonging in their community. A strong community gives people this sense of belonging, is adaptable and able to respond to adversity, has capable leadership, and promotes social trust, participation and mutual responsibility.

There is strong evidence that the networks and the strength of relationships between individuals and families, in a neighbourhood and a community, all contribute to community wellbeing and resilience. Individual wellbeing, whether it is sought through work, leisure, family life or volunteering, is achieved within the context of community. People's choices and actions influence the wellbeing of others, and collectively they shape the overall trajectory of a community's development and the overall community's wellbeing.

Individuals and families cannot meet all their needs and achieve the level of wellbeing they strive for on their own. On the other hand, a strong community can meet the needs of individuals and families. People who feel socially connected contribute towards building communities and society.

Communities are drawn together around common histories and interests, and the wish to improve circumstances so that their members have a chance for a better life.

Horowhenua is building a strong community with the social infrastructure to enable people to develop their own capabilities and resilience, to overcome disadvantage, to cope with change and adversity, reduce social problems and to grasp opportunities to advance themselves and their respective communities.

Communities are the 'place' in everyday life where all sectors meet and interact. To achieve the best social outcomes Horowhenua requires the involvement of local government, Iwi, central government and community organisations' to take a collective approach to local problems and, in turn, this will contribute to building this community's ability to respond to challenges and adversity now and in the future.

This rationale sits behind the Horowhenua Community Wellbeing Strategy and the Terms of Reference for the Community Wellbeing Executive.



# History

Horowhenua District Council, with a number of government and community partners, initially promoted community wellbeing through its “Joint Health and Transport Subcommittee”.

In 2010, Horowhenua District Council dis-established this subcommittee and replaced it with the Community Wellbeing Committee. The Community Wellbeing Committee is made up of Councillor, agency and community representation, and operates as an official subcommittee of Council to provide effective leadership and strategic vision within the Community Wellbeing area, within which community services are located. In July 2013, Horowhenua District Council adopted the initial “Community Wellbeing Strategy”. In 2016 the Community Wellbeing Strategy has been revised along with the Terms of Reference and membership of the Community Wellbeing Executive.

The Community Wellbeing Executive is chaired by the Mayor of Horowhenua District Council or his delegate. Council staff provide the backbone support to the Executive as well as for several of the community forums that report to the Executive.

# Purpose

The key purpose of the Community Wellbeing Strategy and therefore the Community Wellbeing Executive is to ensure that every person thrives by improving the quality of life for the population of the Horowhenua district.

(No single agency, group, organisation or programme can achieve wellbeing for the whole community of Horowhenua. It takes the unique contributions of a range of organisations and groups and programmes. While no single agency can improve a whole population’s results; individual agencies and specific programmes and initiatives, by working collectively and collaboratively, can contribute to a population result through the impact on their respective clients/customers/ members.)

# Timeframe

This Strategy has a three-year life span, and will be reviewed when this time is complete. Over this time period, different initiatives and projects will be implemented that relate to Community Wellbeing; through the Council facilitated action plans and agency and community group activities. Council Officers and agencies will report to the Community Wellbeing Executive on the progress made, as well as keeping the wider community updated on progress towards the results sought across the Horowhenua district.



# Vision

Everyone in Horowhenua district is thriving



## Linkages with the Horowhenua District Council Long Term Plan

The Horowhenua District Council Long Term Plan, 2015-2025, has the following outcomes for the community:

1. A healthy, local economy and a District that is growing
2. A sustainable environment
3. A community of knowledge, culture and diversity where people are proud to live
4. Safe, resilient and healthy communities
5. Positive leadership and effective partnerships

All outcomes contribute to community wellbeing, but the outcomes that most directly relate include:

1. A safe, resilient and healthy Horowhenua community;
3. A proud Horowhenua community of knowledge, culture and diversity;
5. Positive leadership and effective partnerships

Within the Long Term Plan outcomes, the following goals directly relate to community wellbeing include:

- Our community has access to health, social and recreation facilities (and services)
- Our older people have access to opportunities
- Our young people live in a safe and supportive environment and are empowered
- All sectors are encouraged to work together
- Our communities have a “sense of place”
- We invest in the knowledge and skills of our people
- We are proud of our heritage and diversity
- All our people and communities have opportunity to participate in local decision-making
- We provide strong leadership

# What would community wellbeing look like in Horowhenua?

Neighbours all know each other. People look out for each other and there is no violence and abuse. People are kind and caring to each other.

When bad things happen people respond, rally together and support each other to recover. There are lots of people walking around the street at night because they feel safe to do so. As you walk down the street people are smiling and friendly. There are plenty of different clubs and groups with lots of members. There are enough jobs for anyone who wants one. There are lots of opportunities for fun, both organised and spontaneous. People are actively involved in their communities and volunteerism is high. Everyone has somewhere to live and where they live is warm and safe. Families have enough to eat. People know where to go to get the services and supports they need. Everyone is committed to protecting and practically assisting those individuals with a lot of needs. Households are able to manage their money. People are listened to and have opportunities to have a voice in planning and doing things in their community. People talk about their district with pride.

# The Role of the Horowhenua Community Wellbeing Executive

There already exists a range of agencies and initiatives delivering programmes within Horowhenua District.

The Executive brings together the various forums and key related action plans as well as key individual agencies to plan together and collectively monitor impact. The Executive will focus on population level results and indicators (rather than specific programme deliverables or client level results). The role of the Executive is to monitor population level results and encourage responses at an operational level. It is not intended that the Executive deliver the operational responses. Nor is it intended that the Executive do the doing, but rather to monitor the impact and inform and guide the doing to be done.

Their role includes:

- Determining the key population level results and indicators for the next 3 years;
- Monitoring the population level results;
- Receiving bi - monthly reports from HDC Community Services Team that summarises target population group activity by Council and Council working groups;
- Receiving 6 monthly reports from all member agencies regarding activity directed at target population groups and provision of data that relates to specified Strategy indicators;
- Actively encouraging coordination of members and their activities;
- Fostering strategic collaborations and partnerships;
- Providing advice to Council officers on matters of community wellbeing in relation to specific target populations;
- Seeking to collectively influence relevant public policy;
- Communicating with the public on Executive information;
- Educating the public and community on wellbeing matters;
- Actively seeking individual agency performance improvement, as well as "community wide" improvement;
- Encouraging community based local solutions to local problems.
- Keeping the wider community updated on progress towards the results sought across the Horowhenua district.



# Key Indicators



## Key Indicators for neighbourhoods and communities:

- Number and % of people who have not felt lonely in the last 4 weeks (Manawatu – Wanganui; 2008 – 67.3%, 2010 – 75.5%, 2012 – 71.4%), (by gender, age, ethnicity), New Zealand General Social Survey, Department of Statistics - two yearly. HDC will investigate ways to measure.
- Number and % of people with access to support in a crisis from another household (Manawatu – Wanganui; 2008 – 96.7%, 2010 – 97.6%, 2013 – 96.6%), (by gender, age, ethnicity), New Zealand General Social Survey, Department of Statistics- two yearly. HDC will include in its annual Residents Survey.
- Number and % of people who report belonging to community club, group or organisation (by gender, age, ethnicity) New Zealand General Social Survey, Department of Statistics- two yearly. HDC will include in its annual Residents Survey.
- The annual Lake Horowhenua Report Card provides evidence of positive/ negative change in the health of the lake, Horizons Regional Council and Lake Accord.

These key indicators contribute to measuring and monitoring that neighbourhoods and all communities in the Horowhenua district are resilient, connected and thrive. (This result is aligned with the State Services Commission better public service priority result and target of reducing crime)



## Key Indicators for families with children:

- Rate of family violence offences per 10,000 people; New Zealand Police.
- Number and % of children (0-5 years) participating / enrolled with a licensed early childhood education provider, (ethnicity); Ministry of Education.
- Number and % of Child Youth and Family notification rates that require further action (ethnicity) Child, Youth and Family.
- Number and % of working age population who are receiving jobseeker benefit (ethnicity, age, duration); Work and Income.
- Number and % of children (0-4 years) with ambulatory sensitive hospital admissions (ASH) (ethnicity); Mid Central District Health Board.

These key indicators contribute to measuring and monitoring that all children/ tamariki in the Horowhenua district are well cared for and thrive. (This result is aligned with the State Services Commission better public service priority result and target of supporting vulnerable children. This result is also aligned with the goal of “Our young people live in a safe and supportive environment” contained in the Long Term Plan).



## Key Indicators for young people:

- Number and % of young people achieving NCEA level 2 or higher at or by the age of 18 years; (ethnicity) – Ministry of Education
- Number and % of young people (7-14 years and 15-24 years) with ambulatory sensitive hospital admissions; (ethnicity) (ASH)- Mid Central District Health Board
- Number and % of Horowhenua ‘Youth’ clients (18-24; 18-20 and 21-24) of Work and Income (by benefit type, benefit duration, ethnicity and gender); Work and Income
- % of 18-24 year old young people as a percentage of overall beneficiaries (by benefit type) for the district and nationally; Work and Income.

These key indicators contribute to measuring and monitoring that all young people/ rangitahi in the Horowhenua district are on a positive pathway and thrive. (This result is aligned with the State Services Commission better public service priority results and targets of boosting skills and employment as well as reducing crime. This result is also aligned with the goal of “Our young people live in a safe and supportive environment and are empowered” contained in the Long Term Plan).



## Key Indicators for older people and people with disabilities:

- Number and % of older adults (people aged 65 years over) with ambulatory sensitive hospital admissions (ASH) (ethnicity); Mid Central District Health Board
- Number of people on the “Total Mobility” scheme in Horowhenua and number of new applications received (frequency of use and satisfaction data to be included in time); Horizons Regional Council.
- Number of substantiated incidents of elder abuse reported within Horowhenua (by type - psychological, financial, physical, self-neglect, sexual and institutional); Age Concern.

These key indicators contribute to measuring and monitoring that all older people / kaumatua and people with disabilities in the Horowhenua district live meaningful lives, play an active role in community life and thrive. (This result is aligned with the goal of “Our older people have access to opportunities” contained in the Long Term Plan)

# The Approach

The approach described in the Community Wellbeing Strategy, including the role of the Community Wellbeing Executive and the meeting structure, combines a collective impact approach within a results-based accountability framework.

The conditions of collective impact are reinforced through the Strategy itself and meeting structure. Within the Strategy, expected results are clearly articulated as is the expectation with results based accountability. The Executive will gather data and report to assess whether specified population results have been achieved.

Collective Impact describes a model of operating that achieves large-scale social change through broad cross-sector co-ordination. There are five required conditions within this model; i) a common vision and agenda (a common understanding of the problem to be addressed and a joined up approach to solving it); ii) shared measurement systems (collecting data and measuring results consistently on a short list of indicators at the population level); iii) mutually reinforcing activities (diverse group of agencies and programmes and initiatives working towards common goals; not requiring all participants to do the same thing, but encouraging and supporting each agency and initiative to undertake the specific set of activities it does well); iv) continuous communication (often involving regular meetings over long periods of time) that builds on mutual experience, common understanding and motivation behind the different agencies and initiatives; and v) an organisation prepared to provide backbone support.

Results based accountability encourages collaboration, clearly articulates expected results and all activity is directly aligned with articulated results. Results are end conditions for populations in a geographic area: children, adults, families and communities. RBA uses data (indicators and performance measures) to gauge success or failure against a baseline. RBA keeps accountability for populations separate from accountability for individual programmes and agencies.

The Executive will focus on the population of Horowhenua district while participating member agencies and initiatives individually focus much of their work on accountability for specific individual services or programmes and particular target populations.

# Evaluation and Reporting

Bi-monthly meetings will provide specific member agencies and initiatives an opportunity to report to the Executive on what their programme has achieved as well as identify challenges and opportunities facing their particular programme.

Agencies / initiatives will be invited to present reports at least annually. These reports will be at a summary programme level and will focus on RBA measures of; how much (how many clients); how well (quality of the intervention / performance); and what change has resulted for clients from the programme / initiative/ intervention).

Annual planning and reporting - Annually, the Council will prepare a collated report for the Executive using data provided by agencies, on what has been achieved at a population level. This annual report will include a summary of agency reports. The report will align with key result areas and the population measures within the Strategy. Based on this report, the Executive will determine whether the measures are progressing well, whether particular population measures need to have increased attention or whether particular measures need to change. An annual report will be shared with the public.



# Meeting Cycle

Meetings will be held:

- Not less than five (5) times a year, for up to three (3) hours;
- Special meetings may be called from time to time as deemed necessary.

# Meeting Structure

The meeting structure will follow the legal requirements in terms of Council meetings, as the Executive is a standing committee of Council.

The meeting will be held in accordance with current legislative requirements and council policy. At the time of writing the Executive meeting will have the right to exclude members of the public from all or part of an Executive meeting. By resolution, the public may be excluded from the whole or part of any Executive meeting on one or more of the following grounds:

- The matters under discussion may result in disclosure of information for which there is good reason for withholding
- Due to matters under discussion, the conduct of the meeting might result in information being disclosed that could constitute contempt of Court
- That relevant parts of the meeting require deliberation by Executive to occur in private in making its decisions or recommendations in relation to above

The resolution to exclude the public will be put in the part of the meeting that the public can attend. The text of the motion will be available to any member of the public that is present. The resolution is what is recorded in the minutes. It is possible for specified persons to remain / attend after the public has been excluded if these persons have knowledge that will assist the deliberations / decisions.

*\*It is understood that with the establishment of the Ministry for Vulnerable Children Oranga Tamariki the current MSD/ Children's Team representation will all be reviewed.*



Community and community sector representative



Central Government Agency representative

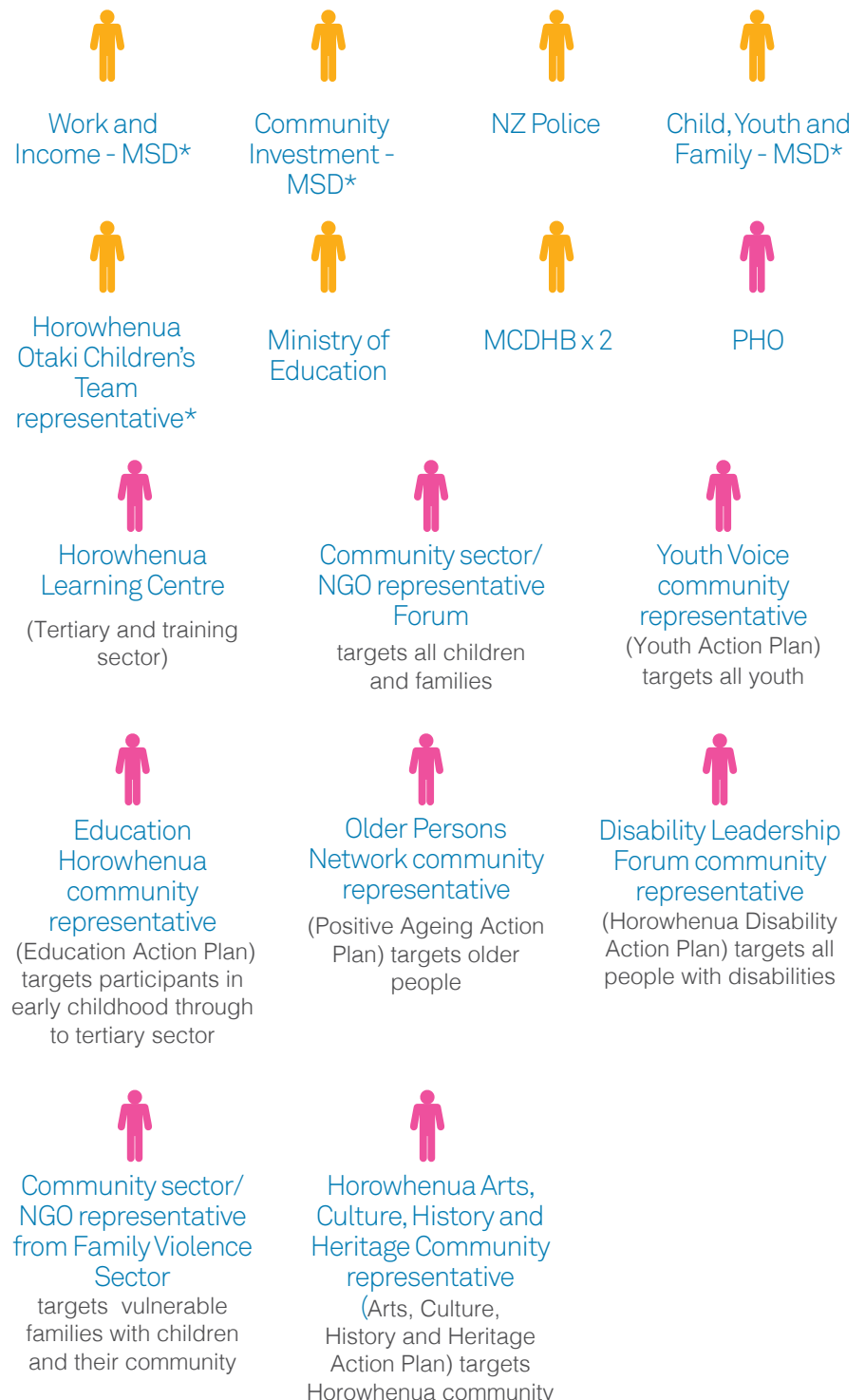
# Membership

## Horowhenua District Council



## Iwi

## Government, Community and Community Sector Representatives



# Attachment One

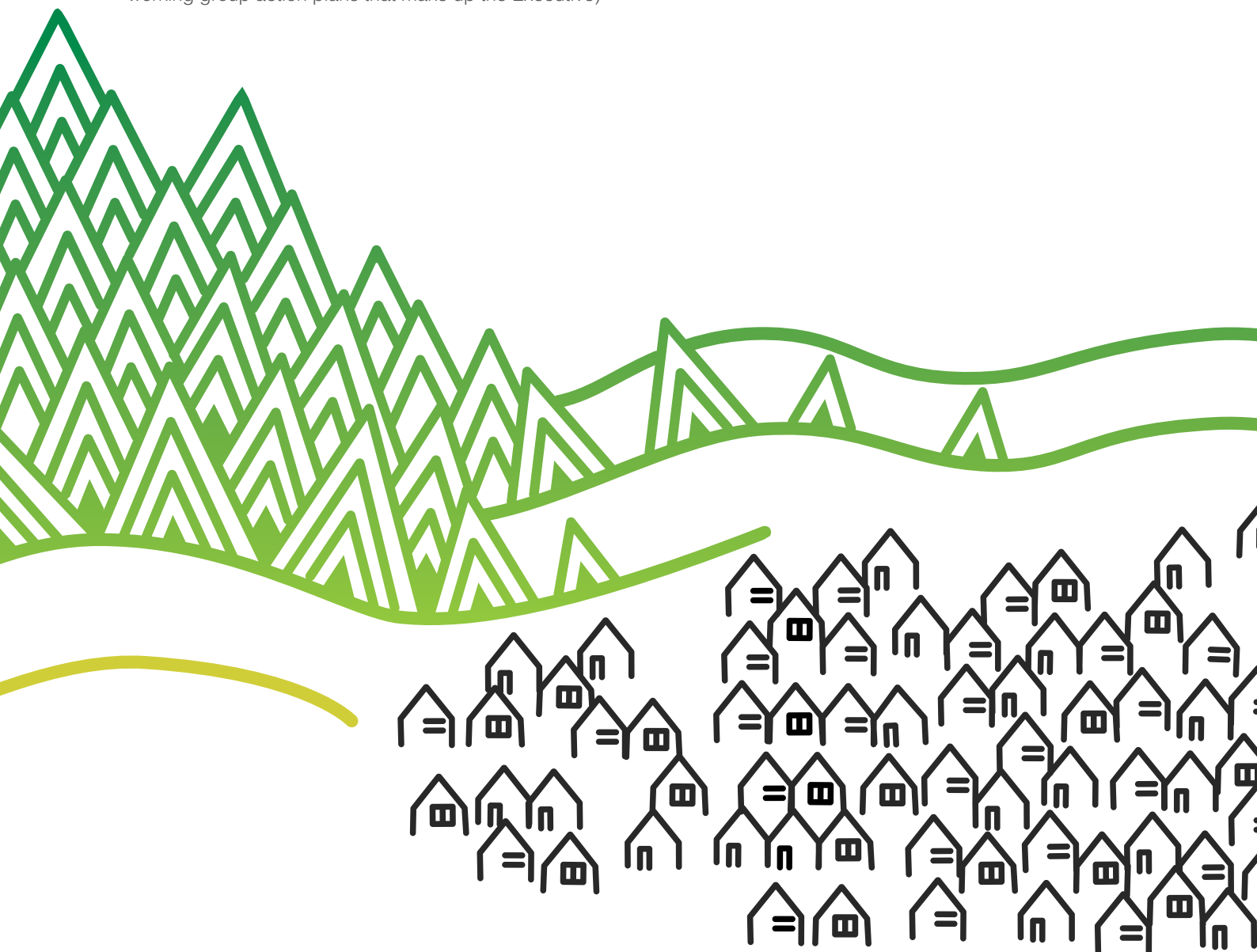
## Annual Population Reporting Template

For the Executive Annual Report

RBA Result Card Template This template is based on the examples in the book, *Trying Hard Is Not Good Enough* (Friedman, 2005).

### Population Accountability

- 1. Quality of Life (Population) Results:**  
(Population Results as specified in Strategy)
- 2. How Are We Doing? (Graphed Population Indicators)**  
(Show key population measures / indicators in the form of baseline graphs, with preferably three years of historical data related to each population result area)
- 3. The Story behind the Baselines**  
(Brief explanation, about the influencers and causes behind the indicator baseline data above)
- 4. Partners Engaged To Help Do Better**  
(List identified government, non-government and community member partners / forums and initiatives working together or contributing individually to turning the curves on the indicator baselines associated with each result area. List the current member agencies / initiatives as well as identified key contributors away from the table)
- 5. Action Plan To Do Better – Including Data Development**  
(A summary of the key actions/ initiatives underway through the respective agencies, cross -sectoral initiatives and working group action plans that make up the Executive)



# Attachment Two

## Programme Level Reporting Template

For the Six Monthly Agency / Initiative Reporting

### Performance Accountability

- 1. Programme / Service**  
(The name of the programme / service and a brief description of services provided).
- 2. Population Result and Indicators contributed to**  
(Brief summary of how the programme / service contribute to the specified result and indicators)
- 3. Service / Programme Performance**  
(3-5 important performance measures and how they are tracking).
- 4. Story Behind the Performance Baselines**  
(Briefly explain, the story behind current performance for the last period, as well as emerging trends and challenges)
- 5. Actions Underway to Improve Performance / Client Results**  
(Summary of planned policy changes if relevant, key actions, and expected results)
- 6. Recommendations to Executive**  
(Recommendations to Community Wellbeing Executive for consideration, deliberation or decision)



