




Strong Communities

Ngā Hapori Kia Kaha

Community Wellbeing Strategy
2021-24








**He aha te mea nui o te ao?
He tangata! He tangata!
He tangata!**

What is the most important
thing in the world? It is people!
It is people! It is people!

Accessible Formats

This strategy is available in large-print format and a screen reader-friendly Word version.

For copies or to contact us:

-  Visit: www.horowhenua.govt.nz
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Te aronga / Our purpose

Growing neighbourhoods and building stronger communities together

Te matawhānui o te rohe District vision

He rau ringa e pakari ai nga taura whiri I o tatau
kainga noho me o tatou hapori – mai I te pae
maunga o Tararua ki te moana

With many hands the threads which weave our
neighbourhoods and communities together will be
strengthened from the Tararua Ranges to the sea

Community Wellbeing vision

Horowhenua is a safe, vibrant, inclusive and
connected community

Introduction

This Strategy is intended to provide a
disciplined results-based approach directed
at enabling communities to be well together
through collective impact over the next three
years, 2021-2024.

Community wellbeing 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 everyone has 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
everyone meets and interacts. 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.

Purpose

The key purpose of the Community Wellbeing Strategy and therefore the Community Wellbeing Committee is to provide collective leadership, advocacy and holistic outcomes that enable the population of Horowhenua to be well together.

If we’re succeeding, what would Community Wellbeing look like in Horowhenua?

Through the Horowhenua 2040 community conversations and wellbeing survey, individuals shared their thoughts on what assesses individual wellbeing and therefore what being well together would look like:

- ★ 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 high 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.
 - ★ 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, the community is resilient.
 - ★ 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.
 - ★ The natural environment is productive and protected.
 - ★ People are actively involved in their communities and volunteerism is high.
 - ★ People talk about their district with pride.

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 through Action Plans that relate to community wellbeing.

Council Officers and agencies will report to the Community Wellbeing Committee on the progress made, as well as keeping the wider community updated on progress towards the outcomes sought across the Horowhenua district.



The role of Horowhenua District Council

Council will:

- Value the diversity of our people.
- Recognise the value of our district's heritage and its contribution to our community's sense of identity and pride.
- Provide infrastructure and services as a foundation for resilient and connected communities.
- Build collaborative relationships with service providers to help enable all of our people to live positive and healthy lifestyles.
- Take an inclusive approach and encourage our people to participate in local decision making.
- Ensure the Council community wellbeing framework principles are recognised and understood by Council Officers.

The principles are:



Collective action

Community-led development is both an outcome and a way of doing things. It is one way of achieving Horowhenua's community wellbeing vision of Horowhenua being a safe, vibrant, inclusive and connected community. Council's role is to create conditions that enable community-led development to flourish and enable people and organisations to work collaboratively to achieve common objectives. Our communities have completed projects or advocacy efforts that will drive ongoing mahi in our future neighbourhoods.



Sense of community

Promote inclusion, reduce discrimination and remove barriers to opportunity and participation, particularly for disadvantaged groups. We have an important role to play in promoting equity and fairness, which is crucial for improving the wellbeing of all people in Horowhenua. One of our strengths is that we have strategic tools and levers to achieve positive change on a large scale. Our communities identify with their neighbourhoods, feel connected and support one another.



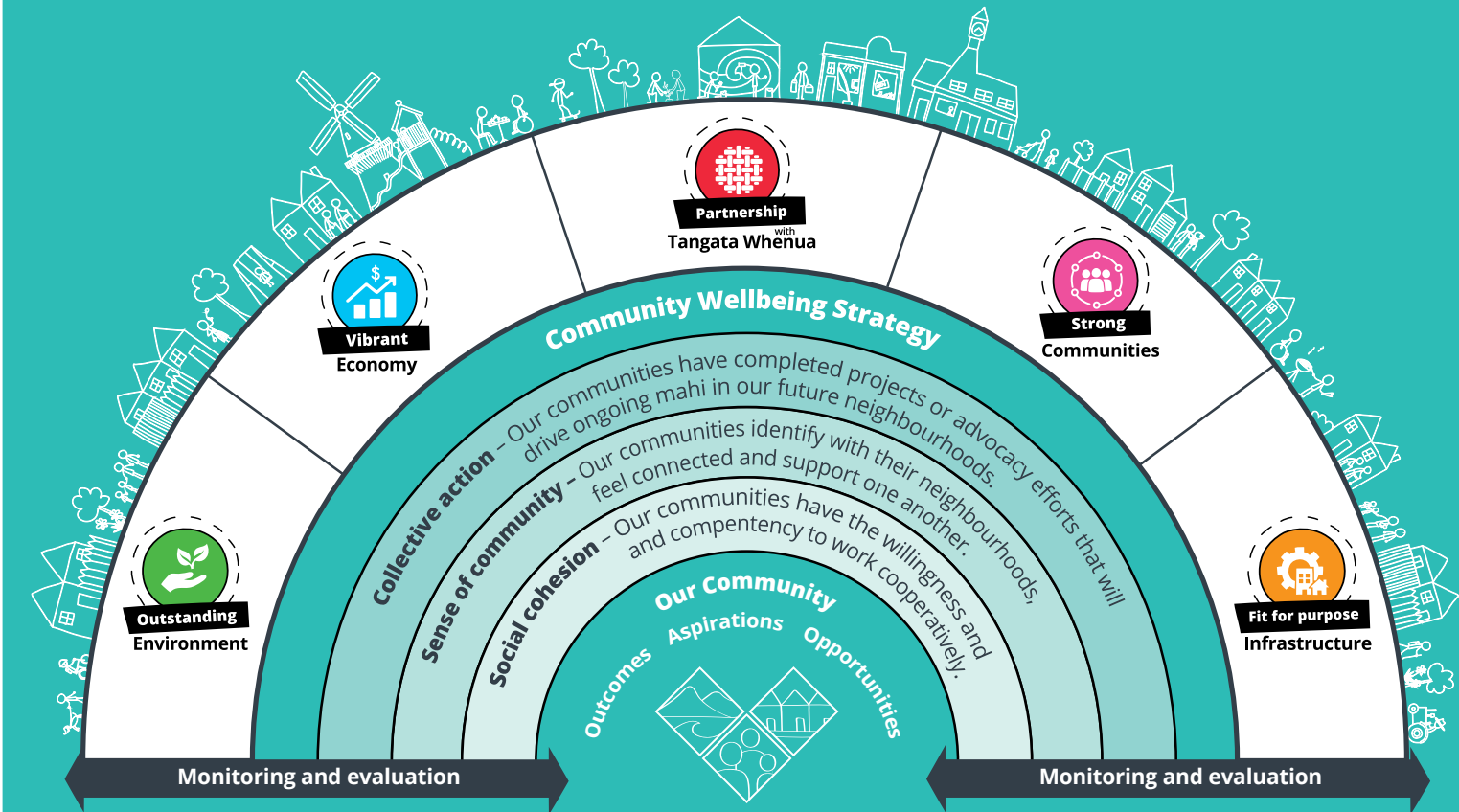
Social cohesion

Social cohesion involves building shared values and communities that anticipate opportunities, reducing disparities in wealth and income, and generally enabling people to have a sense that they are engaged in a common purpose, facing shared challenges, and that they are of the same community. Council's role is to foster and advocate for such opportunities. Our communities have the willingness and competency to work cooperatively.



Community Wellbeing Framework

With many hands the threads which weave our neighbourhoods and communities together will be strengthened from the Tararua Ranges to the sea.
He rau ringa e pakari ai ngā taura whiri i ō tātou kāinga noho me ō tātou hapori – mai i te pae maunga o Tararua ki te moana



Community Wellbeing Committee

Priority Areas For Action



Housing



Growth



Health and Wellbeing



Community Safety



Community Belonging

Action Plans

Welcoming Communities Plan

Education Horowhenua Action Plan

Community and Social Development Action Plan

Age-Friendly Communities Strategy

Implementation Framework

The role of the Horowhenua Community Wellbeing Committee

A range of agencies and initiatives delivering programmes already exist within Horowhenua. The Community Wellbeing Committee brings together the various forums and associated community and social development actions, as well as key individual agencies to plan together and collectively monitor impact.

The role of the Committee is to monitor population level results and programme deliverables specific to their organisations, and encourage responses at an operational level. It is not intended that the Committee deliver the operational responses. Nor is it intended that the Committee do the doing, but rather to monitor and evaluate the impact and inform and guide subsequent outcomes.

Community Wellbeing Committee Meeting Cycle

Quarterly – Four (4) monthly

Community Wellbeing Committee Quorum

Over fifty percent (50%) of membership

Community Wellbeing Committee Terms of Reference

The Community Wellbeing Committee will have responsibility to:

1. Monitor and receive reports from Council on the population level results
2. Receive six monthly reports from all member agencies regarding activity directed at target population groups and provision of data that relates to specified strategy indicators
3. Actively encourage coordination of members and their activities
4. Foster strategic collaborations and partnerships
5. Provide advice to Council Officers on matters of community wellbeing in relation to specific target populations
6. Seek to collectively influence relevant public policy
7. Communicate Committee activity and information to the public
8. Educate the public and community on wellbeing matters
9. Actively seek individual agency performance improvement, as well as “community wide” improvement
10. Encourage community based local solutions to local issues
11. Keep the wider community updated on progress towards the results sought across the Horowhenua District.

Community Wellbeing Committee Meeting Structure

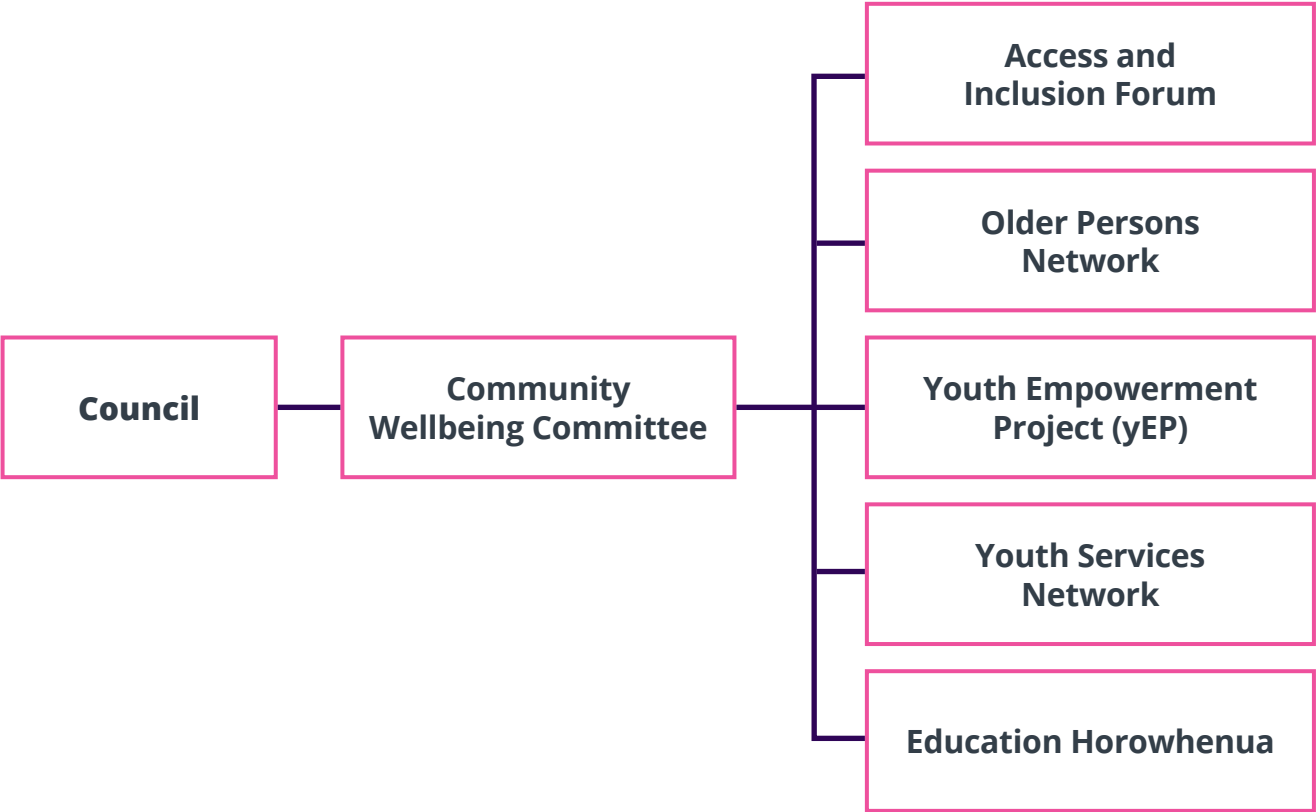
The meeting structure will follow the legal requirements in terms of Council meetings, as the Community Wellbeing Committee is a standing committee of Council and will report directly to Council.

The meeting will be held in accordance with current legislative requirements and Council policy. At the time of writing the Committee meeting will have the right to exclude members of the public from all or part of a Committee meeting. By resolution, the public may be excluded from the whole or part of any Committee 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 Committee 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.

The existing Community Wellbeing forums will continue to function and report to the Community Wellbeing Committee. If new forums are established, they will sit alongside the others.



Community Wellbeing Committee Membership

Horowhenua District Council

- Mayor's delegate
- Councillor
- Councillor

Iwi

- Muaūpoko
- Ngāti Raukawa

Government, Community and Community Sector Representatives

- Ministry of Social Development – Work and Income
- NZ Police
- Oranga Tamariki
- Mid-Central District Health Board

- THINK Hauora / PHO
- Muaūpoko Whānau Ora
- Raukawa Whānau Ora
- Department of Corrections
- Kainga Ora
- Office of Ethnic Communities
- Ministry for Pacific Peoples
- Horowhenua Inter-Agency Collective representative
- Education Horowhenua community representative
- Youth Empowerment Project representative
- Older Persons Network community representative
- Access and Inclusion community representative



Approach

The approach described in the Community Wellbeing Strategy, including the role of the Community Wellbeing Committee 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 Committee 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 coordination. 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 Committee 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.



Community Wellbeing Priority Areas

At its 11 February 2020 meeting, the Community Wellbeing Committee set the priorities for the following two years as:

- Housing
- Growth
- Health and Wellbeing
- Community Safety
- Community Belonging



Housing

Housing for residents in Horowhenua is affordable, based on measure of housing affordability within our community. So, while relatively speaking housing in Horowhenua is affordable compared to other places in New Zealand, it is not affordable for many residents currently living in Horowhenua based on median household incomes and median house prices.

The Community Wellbeing Committee will collectively work together toward making Horowhenua a place where everyone has access to enough resources, including housing, to participate fully in their community and everyone has the chance to flourish.



Growth

Horowhenua is growing – and will continue to outpace the growth of the rest of New Zealand for the next decade. By 2041, more than 62,000 people will live in Horowhenua; we are predicting approximately 2.6% growth every year between now and 2029 compared to 1.2% growth nationally. Alongside Council, the Community Wellbeing Committee must demonstrate leadership on growth management on behalf of the community. To ensure that; the social cohesion and cultural diversity of our communities are strengthened; the quality of health, education and social services is maintained and improved; the community feels safe; the economy is sustained and encouraged to thrive, and no one person is left behind.



Health and Wellbeing

To improve health and wellbeing, we must address inequity, exclusion and disadvantage experienced by individuals, whānau and communities. This includes ensuring that children and young people are given the opportunity to reach their potential so that they do not experience disadvantage as adults.

Socio-economic disparity and poor living standards have multiple effects, both at the individual and household level and on society and the economy in general. It is not just a matter of putting social systems in place. Individuals and communities need active support to ensure that they can make the most of the opportunities and have the skills and resources to make positive changes.

To improve the health and wellbeing of all Horowhenua people, the Community Wellbeing Committee must work together to remove barriers, eliminate discrimination and disadvantage and provide meaningful opportunities and choices for all.

Community Safety

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Community Belonging

Having a sense of community belonging is “a feeling that members matter to one another and the group.” People who say they have a strong sense of community also tend to say their health and mental health are very good or excellent.

The Community Wellbeing Committee will work toward enhancing and celebrating the strength, diversity and vibrancy of Horowhenua to allow people to feel a sense of belonging, inclusion and social connectedness. As a result, our people have a sense of pride.



Community and Social Development Action Plan





Why an action plan on community and social development?

Horowhenua District Council has a long history of community development; however, there has been an absence of an explicit link to social development, of which Council plays a pivotal advocacy role for the community. Furthermore, this action plan allows Council's Community Development staff to be more agile in their work across all identified communities.

This plan will supersede existing Community Wellbeing actions plans, with the exception of the Education Action Plan and the Age-Friendly Communities Strategy as both have very specific functions.

Social Development

Social development is a broad term that describes actions to deliver positive social outcomes and prevent social harm. It is linked with social equity and social justice and includes issues such as safety, crime, housing, homelessness, health, education, discrimination, equality, employment, poverty etc. Many of these issues are outside the scope of Council's power, and addressing them is primarily the domain of central government and NGOs. However, under a collective impact model, Council has an advocacy and leadership role on those challenges aforementioned, with the Community Wellbeing Committee the collective model to discuss and problem-solve.

Community Development

Community development is about everyone working together, it is about whanaungatanga (relationships), shared experiences and working together to create a sense of belonging. Community development should be led by our communities themselves, i.e. 'ground-up' and driven by those affected, as opposed to being imposed from the top down.

We aim to:

- Celebrate our diversity
- Welcome newcomers
- Learn and share our knowledge with others
- Ensure the environment in which we live is safe, strong and healthy both now and in the future
- Build strong, resilient, sustainable local communities
- Strengthen the interests and values of our District's residents by encouraging active participation
- Generate community-led opportunities and outcomes
- See ourselves as a single, cohesive community as well as a collection of smaller communities based on our geographical location or on areas of special interest or identity.



Tūruapō / Vision

Horowhenua is a safe, vibrant, inclusive and connected community

Kaupapa / Mission

We work in partnership with our community to achieve locally owned vision and goals

Hoakitanga / Objectives



Collaborate

with the Community to identify opportunities that build capacity and resilience



Support

the Community to develop and deliver community-led initiatives



Facilitate

meaningful Community participation that enhances community wellbeing



Celebrate

positive Community outcomes

Our Communities

People belong to more than one community. Whatever the type of community, the common factor is that they feel a sense of belonging. We acknowledge that communities can be place, population or interest-based, and a combination of these.

Communities can often be defined by geographical boundaries. Usually the immediate area where people live (e.g. suburb or neighbourhood). Each place-based community has its own identity and culture, often influenced by its location and environment, e.g. rural, urban, coastal etc.

In our rohe (district) we have identified specific population groups that are 'hard to hear' and often experience disadvantage, discrimination and inequity. Therefore, the Community and Social Development Action plan aims to provide opportunities for these groups to participate inclusively in society, Council's decision making, and have their views heard.

Māori

Including the kinship levels of hapū (subtribe) and iwi (tribe).

Pacific Peoples

Represented primarily by Samoan, Cook Islands, Tongan, Niuean, Fijian and Tokelauan groups, with smaller numbers from Tuvalu, Kiribati, Papua New Guinea, Vanuatu, the Solomon Islands and the small island states of Micronesia.

Older people

'Older people' are generally defined as people aged 65 years or older. It is important to note, however, that differences in life expectancy of some populations make a universal definition complicated. For this reason, the United Nations refers to the older population as being 60+ years of age.

Young people

The Ministry of Youth Development defines 'youth' and 'young people' as people between the ages of 12 and 24 years.

Children

The Office of the Children's Commission defines 'children' as those aged between 0 and 13 years. We will work with children and their whānau to identify how we can better define and understand the needs of children at different ages.

Persons with disabilities

An umbrella term that includes people who have sensory, physical, neurological, psychiatric, intellectual or learning impairments. The impairment may be permanent or temporary, and may have been acquired at birth or through illness or injury.

People from other minority ethnic groups

Includes people who identify as Middle Eastern, Latin American, African, Asian, and Continental European.

Migrants and former refugees

Rainbow communities

An umbrella term for people who identify as lesbian, gay, bisexual, transgender, intersex (LGBTI), queer, takatāpui (GLBTI Māori) or fa'afafine or fakaleiti (third-gendered people of Samoa and Tonga and the diasporas).

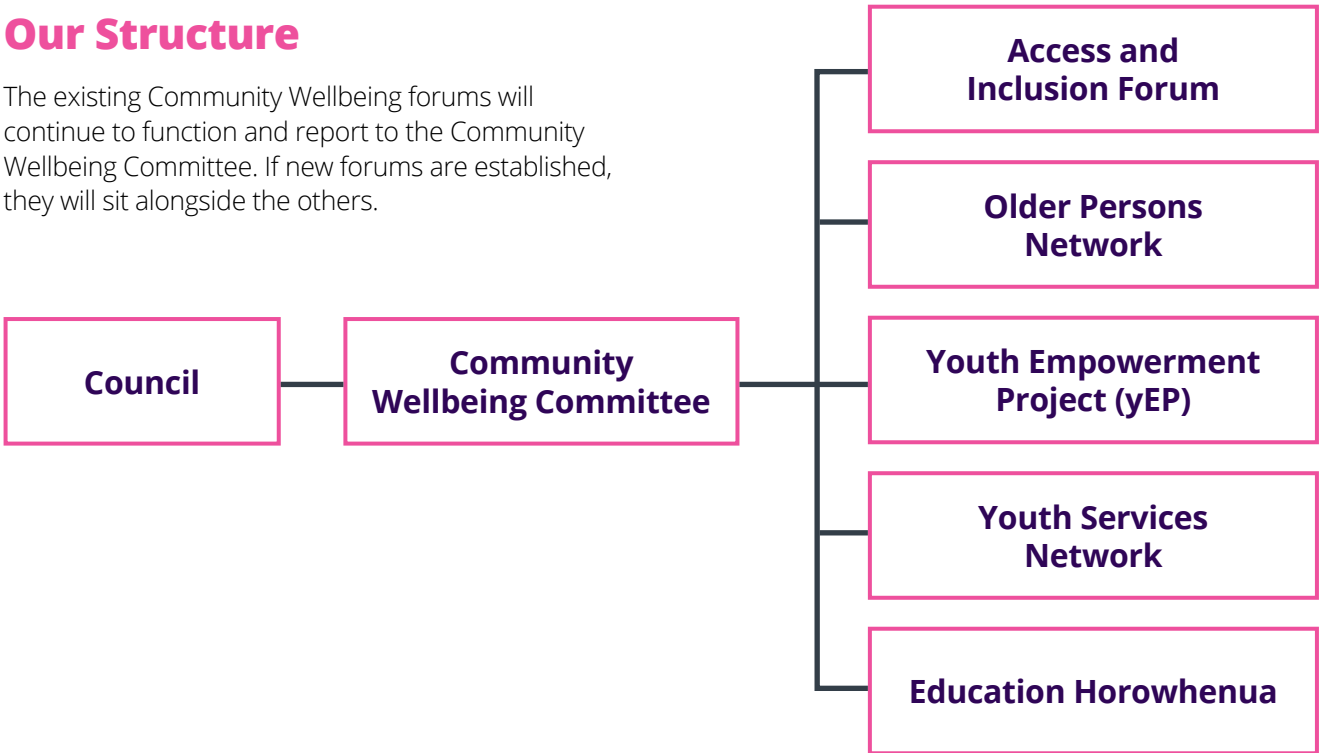
Communities of interest:

Refers to people who are drawn together by common interests, beliefs or passions (e.g. faith, environmental sustainability, business, etc.).

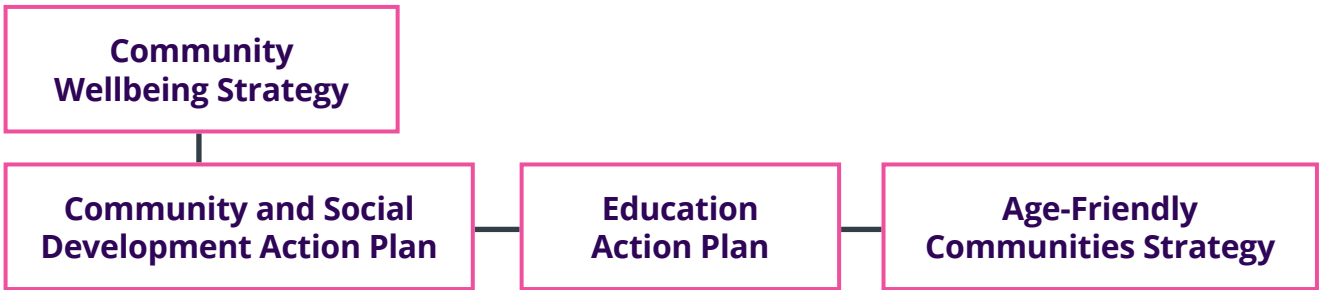


Our Structure

The existing Community Wellbeing forums will continue to function and report to the Community Wellbeing Committee. If new forums are established, they will sit alongside the others.



Document Hierarchy



Action Plan Aims



Support community-led development and work with communities to develop leadership, skills and capacity

Community-led development is both an outcome and a way of doing things. It is one way of achieving Horowhenua's Community Wellbeing vision of Horowhenua is a safe, vibrant, inclusive and connected community. The associated framework states that all sectors must align their work to support communities. Council's role is to create conditions including building capacity that enable community-led development to flourish.



Promote inclusion, reduce discrimination and remove barriers to opportunity and participation, particularly for disadvantaged groups

We have an important role to play in promoting equity and fairness, which is crucial for improving the wellbeing of all Horowhenua people. One of our strengths is that we have strategic tools and levers to advocate for our community and achieve positive change on a large scale.



Prioritise facilitation of Māori outcomes through a partnership approach with Iwi

We have obligations to Māori, arising from Te Tiriti o Waitangi/The Treaty of Waitangi and other legal requirements, which go beyond our role relative to other sectors of the community. We will: foster positive and productive relationships between ourselves and Māori; develop the ability of our staff to respond more effectively to Māori; and contribute to Māori wellbeing and positive community development outcomes.

Action Plan Principles

Although aspirational, these principles encompass the values and beliefs that are necessary for, and critical to, community-led development and social change. These principles set out our intentions and will guide our decision making. They are a check list to evaluate and measure our decisions and actions against.

Principle	What does it look like in action?
<p>1 Inclusion & diversity</p> <p>Horowhenua is becoming increasingly more diverse. Our population demographics will continue to change. Successful societies are inclusive – they see the diversity of their people as a strength and an asset</p>	<ul style="list-style-type: none"> • Taking proactive steps to ensure all Horowhenua people, particularly those most in need, benefit from our activities • Being flexible and responding creatively to the diverse needs and aspirations of different communities across Horowhenua • Removing barriers to activities, services, infrastructure, processes and information • Making it easier for communities to engage with us, especially those who tend to engage least
<p>2 Social equity</p> <p>A fair and just society is one where everyone has access to enough resources to participate fully in their community and has the chance to flourish. This principle recognises that some people and groups require different levels of support in order to achieve good outcomes</p>	<ul style="list-style-type: none"> • Developing a good knowledge of the socio-demographic characteristics of neighbourhoods and communities, including their strengths, challenges and the resources available to them • Prioritising resources and activities to increase opportunity and participation, particularly those most in need • Understanding the social wellbeing implications of our activities and taking action to mitigate or optimise these • Always looking for opportunities to maximise our social impact
<p>3 Relationships & trust</p> <p>Relationships are key to effective collaborations. Trust is necessary for cooperation and our social and economic prosperity depends on it. We work will with communities in ways that foster enduring, high-trust relationships</p>	<ul style="list-style-type: none"> • Working together with communities to find the best ways to create opportunities and transformational change • Demonstrating high levels of trust in the abilities, networks, creativity, knowledge and expertise of communities • Acting in good faith • Being an effective advocate to central government and others on what matters to our communities • Being accountable to our communities • Using our activities and resources to connect Horowhenua people with each other to have fun together and build relationships and social capital



Principle	What does it look like in action?
<p>4 Self-determination & resourcefulness</p> <p>We are committed to a community-led, ground-up approach to community development that focuses on building on the strengths and assets of communities</p>	<ul style="list-style-type: none"> • Actively supporting communities to build their capacity and capability to develop collective leadership and make positive changes for their communities • Nurturing local solutions and ideas and supporting communities to do things for themselves • Taking all possible opportunities to ensure decision making is made as close as possible to the people who are affected
<p>5 Sustainability</p> <p>the conditions for integrated social, environmental, cultural and economic systems that build strong, self-reliant and resilient people and communities</p>	<ul style="list-style-type: none"> • Taking a long term perspective in our decisions and actions • Working with communities to enable them to better access resources and produce their own resources • Working in holistic integrated ways to enhance opportunities and reduce barriers • Encouraging and supporting communities to adapt and respond creatively to change, ensuring they understand the issues and are part of the solution
<p>6 Solution-focused</p> <p>We will be a learning organisation with a ‘can-do’ attitude in working with communities. This requires us to empower our staff and build the internal capacity and capability of our teams</p>	<ul style="list-style-type: none"> • Using a wide range of creative tools to enable resident- and community-led action • Sharing our learnings with communities and others • Making sure that local board leadership is integral to our placemaking and community-building activities • Being innovative and creative and willing to take risks

Our Actions

Taking action is what will turn our intentions and aspirations into reality, and bring the principles to life.

We believe that focusing on a few things that put community empowerment and people's wellbeing front and centre, and doing them really well is the most effective strategy for achieving the change we want. Our focus on a few areas does not mean we will stop providing the wide range of current activities that sit outside of that listed.



Facilitate and enable community-led development

We work closely with groups (such as residents, voluntary and community groups, etc.) to build their capacity and capability to carry out community activities. This is an important role which we will continue to build on. Furthermore, we are a trusted relationship and often the first point of contact (within Council) for our communities. We have a key role in linking and connecting residents and voluntary and community groups to the relevant parts of Council and vice versa.

We will:

- Provide capacity and capability building to support resident- and community-led initiatives
- Enable youth-led development
- Improve resident and community access to the right parts of council that are related to their initiatives
- Address barriers to resident and community-led development



Celebrate our people and Horowhenua's community-led initiatives

We are committed to raising the profile of resident and community-led projects within our organisation and externally. Profile raising is a good way of acknowledging the invaluable contributions of community, their achievements, as well as providing learning opportunities for others.

We will:

- Showcase communities' exemplar projects through celebratory events and publications
- Highlight community initiatives in our internal and external communications
- Work with others to identify effective ways of promoting community-led action
- Celebrate significant voluntary community contributions
- Celebrate outstanding community achievements



Support community-led placemaking

Community-led placemaking and planning puts communities in the driving seat in deciding how to make their neighbourhoods more vibrant. Successful community-led placemaking is inclusive of the whole community. We particularly need to develop creative ways of engaging people from all backgrounds in having a say in what they would like their local areas to look like, such as co-designing murals and other spaces.

We will:

- Work with communities to develop community-led placemaking projects
- Identify areas within our community where placemaking will make a difference
- Ensure communities are engaged when we consider the development of spaces



Provide capacity and capability building support

Capacity and capability within the sector is an ongoing issue. This includes areas such as governance, finance, funding advice, cultural awareness and other areas essential to effectiveness and sustainability. Voluntary and community organisations have said that it would be helpful if council could share learning and development opportunities.

We will:

- Continue to provide support that helps build the sector's capacity and capability
- Work with the sector, central government and philanthropic trusts to identify and address gaps in provision of capacity and capability support
- Offer voluntary and community organisations access learning and development opportunities as appropriate



He kaunihera aumangea he hapori aumangea – We will be a determined advocate and supporter of building strong and resilient Māori communities

We recognise the special position of Iwi and hapū within our district and the important role Māori have to play in Council's decision making processes, and advocate for and in partnership with. We also recognise that it is important for us to consider ways in which we may foster the development of Māori capacity, at the same time as creating an environment to allow our Māori communities to be strong and resilient.

We will:

- Enable effective Māori participation in our democratic structures and decision making
- Ensure our activities and community infrastructure actively contribute to Māori wellbeing and building strong Māori communities
- Value and include Te Ao Māori in everything we do. This includes: te reo (language); mātauranga (understanding, knowledge and expertise); tikanga (procedures, customs and practices); kawa (protocols); and whānau ora (ways of working that support wellbeing and empowerment of Māori families and communities)
- Developing the ability of our staff and organisation to respond more effectively to Māori so we can give effect to our commitments under Te Tiriti o Waitangi/The Treaty of Waitangi and to our broader legal obligations to Māori





Continue to be an advocate for our community

Communities told us that they value our advocacy role, particularly to central government. An example of this is Council's role in advocating with Ngāti Raukawa and Muaūpoko via a steering group, for additional housing to be built in Horowhenua to accommodate our population growth including former refugee resettlement families/people.

We will:

- Continue to be an advocate on issues that are of importance to our communities



Foster an environment that promotes a vibrant community

Our district continues to progress towards a more vibrant community through events such as, Waitangi Day, Pasifika, SPYFusion, Art in the Park, Matariki and Māori Language Week, Diwali, Local History Week and many more.

We want to celebrate our already rich history and encourage arts, culture and heritage activities as they add value across all facets of human activity and development. The three pillars of arts, culture and heritage build the foundation of this action, ultimately we want a vibrant community that residents and visitors alike are proud of.

We will:

- Celebrate the heritage of our district and our people
- Celebrate our community's cultural diversity
- Encourage increased community participation (individually and collectively) in community-led development activities
- Encourage increased cross sector collaboration and sharing of information
- Look for opportunities to beautify and add vibrancy to spaces, creating a colourful community
- Create a community where people are proud to live



Improve council engagement with communities

Consultation with communities is a vital step we take in developing our policies, plans and activities. However, we do understand that the volume and pace of consultations can overwhelm the capacity of our communities. From the community's perspective, they often see our different consultations as strongly linked and feel they are repeating the same or similar feedback.

Our older persons, youth, education and accessibility forums provide information, guidance and advice to Council on a range of issues that affect their communities. However, we do not have easy and structured ways to engage with other identified groups, and we also need to develop more innovative and creative ways of engaging with children and young people.

We will:

- Develop an engagement calendar to streamline our consultations and other engagement events
- Develop and use the widest range of creative tools possible, including resourcing community-led engagement, to ensure consultation is accessible, relevant and appropriate for diverse communities of Horowhenua
- Improve access to our community and social development related information
- Identify mechanisms to enable relationships and regular engagement with population based communities not specifically covered by the existing forums





Continue to offer contestable and contracted services funding

We administer a number of Council Community Grants and support the administration of non-Council funds, as well as managing Contracted Services as determined by Council's Long Term Plan and Annual Plan processes. The aim of all of these funds is to assist community growth and wellbeing through the enhancement of community services and initiatives. By offering contestable funding, we are allowing the community to take responsibility for their own organisations and services, all of which contribute to the wellbeing of the district in some way albeit big or small. This supports community-led development best practice by enabling the community to do something

(for themselves) rather than to do it for them (on an ongoing basis), as well as contributing to Council's own community wellbeing priority areas mentioned above.

We will:

- Continue to offer contestable funding and contracted services funding
- Review the contestable funding grants and criteria to better reflect this action plan
- Establish a clear process for allocations of contracted services funding
- Measure what matters (i.e. the difference experienced by people as a result of the activity or project) and focus on outcomes



Ensure our community facilities are fit-for-purpose

Social infrastructure (community centres, parks, libraries, etc.) is related to social connection and interaction, and it is universally regarded as essential to a well-functioning society and economy.

Our community facilities can only contribute to social connection, interaction, community wellbeing etc. if they are 'activated', i.e. provide open, inviting and 'buzzing' atmospheres with multiple activities taking place. Having staffed facilities greatly enables this. Otherwise, our community facilities are merely 'bricks and mortar'. Our community facilities must be inclusive of all

communities and promote social cohesion, such as intergenerational connections, and they need to be safe and welcoming of all.

We will:

- Identify areas for improvement in maximising accessibility, further extending to general infrastructure i.e. footpaths and parking
- Continue to provide opportunities for social participation for all of our community
- Continue to offer low cost models for participation
- Keep up to date with modern trends in relation to social infrastructure offerings

Guiding Documents

This action plan has been developed using a broad range of documents, including but not limited to: Central Government Policy Statements and Strategies; Council documents and frameworks; social service provider knowledge and guidelines; community wellbeing forums and general community feedback, all of which will guide best practice implementation.





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