

# Part 2: Community Outcomes



Cover Picture:

Looking north to Mt Hikurangi © Visit Ruapehu

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*The Ruapehu District ... where adventure begins*



# Community Outcomes

The purpose of local government is to enable democratic local decision-making and action by, and on behalf of, communities and also to promote the social, economic, environmental, and cultural wellbeing of communities, in the present and for the future (Section 10, LGA).

Considering community wellbeing in the present and for the future focuses Council's actions towards sustainable development. By identifying Community Outcomes, the community has an opportunity to voice a direction and to indicate priorities for the District. In particular, Community Outcomes provide the framework for Council to target specific activities, projects or issues through the provision of its services.

The LGA recognises that different organisations, individuals and Council must work together to achieve Community Outcomes. This LTP provides information to the community on what Council is doing to promote the achievement of Community Outcomes. Council is only one of a large number of organisations that can assist communities in achieving Community Outcomes. Because of this, it is important that Council works with other organisations to inform them of the Outcomes and priorities identified by the Ruapehu community. This LTP therefore helps other organisations prioritise and co-ordinate resources and promotes relationship-building between the stakeholders and the community within which they operate.

## How Community Outcomes Were Identified

Council undertook an extensive consultation process during 2004 and 2005 to identify Community Outcomes. Key Research and Marketing (an independent Market Research Company) was engaged to facilitate the process and to identify Community Outcomes for the District. The process involved a series of discussion groups (three in the north and two in the south of the District). From these discussion groups, 42 Community Outcomes were identified, which were then confirmed and prioritised by the community at large through a self-completion survey distributed throughout the entire District. The survey was also sent to all ratepayers outside the District, stakeholders and distributed to all Year 11, 12 and 13 students from Ruapehu College and Taumarunui High School.

The purpose of the survey was to determine the level of agreement for the Community Outcomes, to prioritise the Community Outcomes and to allow respondents the opportunity to provide comment on the outcomes themselves, as well as to identify the main issues and the strengths of the District.

The Community Outcomes are grouped under the four wellbeings identified as part of a sustainable development approach in the LGA. A Community Outcomes Statement has been developed from the Community Outcomes for each of the four wellbeings, as shown in the table below:

Wellbeing	Community Outcome Statement
Economic	Ensure that core facilities, services and infrastructure keep pace with the needs of the community.
Cultural	The cultural diversity of the District is recognised.
Environmental	The achievement of a sustainable environment.
Social	The achievement of a safe and healthy community with strong community networks.

## Relationship to Activities

Council targets its activities to help achieve the Community Outcomes. The five priority Outcomes as identified in 2005, are found in this Part and the table shows what specific programmes or activities Council is using to achieve these Outcomes.



In addition, each of Council's activities targets some of the Community Outcomes. What Community Outcomes are targeted by each activity is found later in this Part, and further identified in each Strategic Goal table, in the Activities section (Part 3). The relationship of each activity to Community Outcome is also discussed in the introduction to each activity.

## **Working with Stakeholders**

Council was required to consult with stakeholders on the process of identification of Community Outcomes and also on how those Outcomes will be monitored going forward. Stakeholders were approached to both help and inform the process.

Council continues to work with key stakeholders currently identified as to how they envisage contributing to achieving the Outcomes and the way(s) in which they wish to work with other stakeholders (including Council). This collaborative approach has seen Council working with other councils, in particular Rangitikei and Wanganui, on progressing commonly shared outcomes such as the Regional Economic Development Trust and the Major Regional Initiative. Council also joins with other local authorities in the Horizons Region on a regular basis to facilitate the process of partnership with common stakeholders such as Central Government agencies.

Working with other councils facilitates information-sharing among the various organisations associated with achieving Community Outcomes, both in terms of initiatives being undertaken and the results of monitoring. Identification of other organisations in the private and not-for-profit sectors, which have potential to contribute to Community Outcomes, takes place on an ongoing basis.

## **Developing Maori Capacity**

To recognise and respect the Crown's responsibility to take appropriate account of the principles of the Treaty of Waitangi, Council will work with local iwi and hapu towards maintaining and improving opportunities for Maori to contribute and participate in decision making in accordance with the LGA.

Maori constitute approximately 40% of the District's population and, in many cases, choose to engage with Council at an individual rather than iwi level. Council wishes to ensure that any consultation agreement established between Council and the various iwi that are represented in the District does not in anyway affect the ability of individual Maori to engage with Council on issues that affect them.

While past experience has shown that Maori prefer to engage with Council on an issue-by-issue basis, it is recognised by Council that Maori are a part of the community with specific needs and requirements. Other stakeholder groups also have specific needs and requirements and Council endeavours to ensure that consultation material is tailored to the needs of all groups that are affected by consultation issues.

Given the large Maori population in the District it is critical that Council achieves a high level of effective consultation and communication. The process of determining future communication protocols is ongoing, with a number of hui being arranged to discuss issues such as representation, decision-making and resource management. A significant commitment is needed by both Council and Maori to develop a greater understanding of each other's needs and capabilities so that effective long-term relationships can be built.

A number of iwi/hapu plans have been formally presented to Council. These are:

- Maniapoto Environmental Plan
- Ngati Rangi Waterways Document
- Tutetawha Tapuwae Runanga Relationship Document
- Whanau Vision 2020

Council will continue to develop Maori capacity by taking the following steps:

- Informing Maori of all relevant consultations through the consultation stakeholder lists.
- Develop Partnerships and/or Memoranda of Understanding through a process of dialogue with local Iwi.
- Partner with Maori and Maori Regional Tourism organisations to grow and develop the Districts tourist industry.
- Work towards developing iwi/council decision-making partnerships.

Council maintains a list of stakeholder groups identified as being affected by a given consultation issue. This list is maintained and modified to suit the requirements of each consultation issue as part of Councils obligations under the LGA . Organisations representing Maori form an integral part of this list and receive information on issues when Council has identified them as being affected.

The Strategic Goals contained in this LTP also recognise the importance of Maori involvement in the decision-making process. For example Maori views and wishes are taken into account when applying for resource consents for water extraction from rivers to provide drinking water and the removal of gravel from riverbeds for various roading projects.

By partnering in this way, Maori are able to influence the decision-making process is fostered and developed.

# Monitoring Community Outcomes

Reviewing progress in the District as a whole provides the community with a chance to build on achievements, as well as to take a critical look at where resources might be applied to help achieve Community Outcomes and enhance wellbeing. Once it has established how it is performing, Council and other agencies can prioritise their work towards the areas of greatest need as highlighted by this monitoring and reporting.

To make sure it is on the right track Council is required, under the LGA, to monitor the progress made in achieving the Community Outcomes for the District. The Report is intended to assist with high-level strategic planning for the District. To enable informed decision-making about achieving Community Outcomes we need an understanding of the evidence available about the needs and priorities of the community.

## Ruapehu 2008 State of the District Report

The Ruapehu 2008 State of the District Report uses 32 indicators chosen to reflect the overall picture of the District and how we are doing (summary over page). An indicator is a measure or a collection of measures that tell us something about the state of the Outcome. Indicators do not paint the whole picture but gives Council an idea of what the picture might look like. It is not intended to be a detailed report, but rather to show general trends and states. The selected indicators are based on data available and generally accepted indicators used by other organisations and publications.

This report is the first in Council’s specific monitoring of Community Outcomes. As a result, it aims to provide a baseline indication of the current state of the District to inform the community and Council as to what action is required to improve wellbeing. Future reports will also include feedback on actions taken in response to these monitoring results. From 2008 onwards the Ruapehu State of the District Report will be published at least three-yearly.

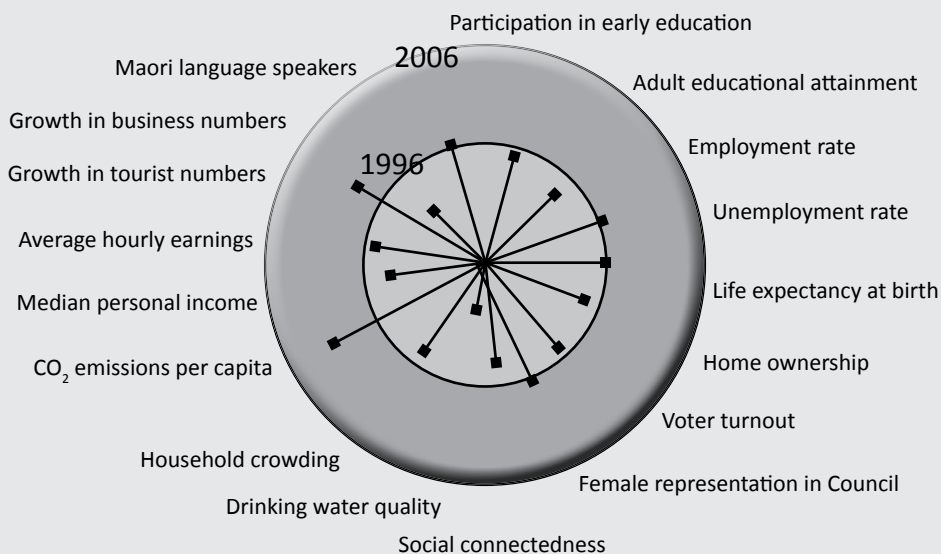
The report specifically compares the District’s performance over time and against equivalent regional and national data to show how we are faring. When compared to the rest of New Zealand, it is clear that the Ruapehu District has many great strengths but also faces significant challenges. The ‘wagon wheel’ figure below compares the District performance in a number of indicators to that of the rest of the country. Where an indicator spoke on the wheel extends beyond the inner circle, Ruapehu is performing better than the national average, while a spoke inside the inner circle shows we are worse off.

The following sections provide an overview of the key findings of the report, including a list of indicators showing states and trends. The full Report is available from Council locations or online at [www.ruapehudc.govt.nz](http://www.ruapehudc.govt.nz).

### Highlights

The strong growth experienced in the District in recent years is reflected in the high rates of resource and building consents issued for property developments. The significant increase in tourist numbers, averaging 2% since 2006, and its positive impact on the local tourism industry are some of the key drivers of this growth.

Ruapehu District Compared with New Zealand (Mid-2000’s)



These improvements have led to good employment levels and historically low unemployment rates, in line with national labour market trends. Social Wellbeing has improved markedly, in terms of both early education participation rates and adult educational attainment, while life expectancy and social connectedness are showing improvements over time. Safety indicators have also improved, with recorded crime in most areas of the District nearly halving compared to ten years ago. The recognition of heritage and an increased promotion of local events are making inroads towards improving Cultural Wellbeing in the District, although this remains difficult to measure. The District is at the leading edge of waste minimisation activities, with the amount of recyclable waste diverted from landfill outstripping refuse entering landfill since 2006, and most of the river catchments remain in good condition in terms of water quality.

## Challenges

The latest Census data shows the District's usually resident population continuing to decline, although the rate slowed to 5% from 2001-2006 compared with 14.6% during 1996-2001. The composition of the population is also changing, with the increase in non-resident ratepayers. 41% of the entire District's properties are owned by out of the district ratepayers. Property numbers are growing with subdivisions for holiday homes growing. Growth and development are necessary to enhance economic wellbeing. However, its impact on the character and social wellbeing of the permanent communities is still unclear.

Amidst concerns over affordability for rural communities, there is a need to balance the demands placed on the District, including Council services and infrastructure, by the needs, priorities and expectations of these different groups in the District. The District's economic output as value added to Gross Domestic Product (GDP) is continuing to decrease, falling by -6.7% in 2005-2006 and an average of -2.3% from 1996-2006. Although business numbers are growing, the average business size based on employees is declining.

Natural resource management and reducing the negative environmental impacts of human activities are becoming more pressing. Responses to such key issues as sustainable development and climate change, could lead to potential changes of the rural economy, which could impact on significant agriculture and forestry industries. These challenges and responses must be managed with regard to social, economic and environmental wellbeings together.

# How Progress Can be Made on Community Outcomes

Community Outcomes express a District-wide vision and cannot be achieved by Council alone. Council targets its activities to the Community Outcomes and details of this can be found in Part 3.

Many government and non-government groups and agencies assist in progressing social, cultural, economic and environmental wellbeing to achieve the community vision identified through the Future Ruapehu Community Outcomes Report 2005.

Council also uses a number of its own plans to give effect to Community Outcomes, including the Waste Minimisation Plan, Ruapehu District Plan, Land Transport Programme and Asset Management Plans. During the life of this Plan, Council will target activities and strategies towards progressing Community Outcomes priorities. The five Community Outcome priorities and how Council is targeting them in this LTP are in the table entitled "Actions to Achieve Community Outcomes" later in this section.

The Community Outcomes from the 2005 process will be utilised to guide Council's involvement in influencing the development of other organisations' strategic documents and processes, including the development of Central Government policy and legislation. Examples of Council's involvement in influencing external strategic documents and processes includes submissions to Horizon's One Plan and Regional Policy Statement, Whanganui Health Boards' Strategic Plan, Waikato District Health Boards' Strategic Plan, and the Regional Land Transport Strategy.

The different roles that Council undertakes are defined as:

Provider	Council provides some or all of this service in full.
Partner	Council will fund and carry out this service in a formal partnership with another organisation.
Funder	Council will fund another organisation to carry out these services.
Regulator	Council may be obliged by legislation to regulate these activities, or choose to regulate these activities.
Facilitator	Council will enable and encourage others to be involved in these activities.
Advocate	Council will promote the District and the community's interests to other decision-making bodies, such as Central Government.

## Summary of State of the District Indicators

Indicator	State	Trend
<b>Cultural Wellbeing - Outcomes 1, 2, 3</b>		
Maori language speakers	☹	↓
Visitors to libraries	☹	↓
Recognition of heritage	☺	↑
Local events	☺	?
<b>Social Wellbeing - Outcomes 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21</b>		
Population changes	☹	↓
Participation in early education	☺	↑
Adult educational attainment	☺	↑
Employment rate	☺	↑
Unemployment rate	☺	↑
Social connectedness	☺	↑
Recorded crime	☺	↑
Road safety	☹	↑
Home ownership	☹	↓
Household crowding	☹	↑
Voter turnout	☹	↓
Female representation	☺	↑
Life Expectancy at birth	☺	↑
Access to Health services	☹	↑
Youth profile	☹	?
<b>Environmental Wellbeing - Outcomes 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32</b>		
Waste volumes	☺	↑
Drinking water standards	☹	↑
Freshwater quality	☹	↓
Biodiversity management	☹	↑
CO2 emissions per capita	☹	?
<b>Economic Wellbeing - Outcomes 33, 34, 35, 36, 37, 38, 39, 40, 41, 42</b>		
Median personal income	☹	↑
Average hourly earnings	☹	↑
Economic growth in GDP	☹	↓
Number of businesses	☺	↑
Employment growth	☹	↓
Growth in tourist numbers	☺	↑
Resource consents	☺	↑
Building consents	☺	↑

Key to States: ☺ Good/Satisfactory ☹ Mixed/Uncertain ☹ Unsatisfactory

Key to Trends: ↑ Improving ↓ Declining ? No Trend Data

States indicated may not relate directly to trends shown. Some indicators may have improved and show upward trends but are still overall less than satisfactory and may not show a positive state. Trends reflect changes between the latest data and the equivalent previously available such as Census 2001 and 2006 or The Social Report from 2006 and 2007.

# Actions to Achieve Community Outcomes

## Introduction

Council targets its activities to help progress the Community Outcomes. The five top Community Outcome priorities (as selected by the community) are shown below, along with the stakeholders associated with the activities that can reasonably be expected to work with and with details on how Council is targeting its services to help progress these outcomes. These priorities will be reviewed in 2011 for the LTP 2012-22. The action plans column lists some of the actions that Council will be taking to help progress the community outcomes. The Council activities that are linked to the actions are listed in the last column.

Community Outcome Priorities	Main Stakeholders and their roles		Council Objectives	Action Plans	Links to Council Activities
The incidence of crime and violence are reduced and police are open and accessible.	Council	Partner Advocate	Improve opportunities for youth	Support the Graffiti Strategy Support Youth Link initiatives	Leadership Community Development
	Others	Police, Welfare agencies Individuals	Support safety initiatives	Partnership with police and businesses on security cameras for town centres	Land Transport Recreation and Community Facilities
A community that respects the welfare and safety of others.	Council	Provider Advocate Partner Regulator	Increase awareness of and compliance with food safety  Decrease in waste into landfill	Food Safety programmes Zero Waste objectives Physical Activity Strategy 'No Barriers' Policy	Regulation Resource Management Solid Waste Community Development
	Others	Police Welfare agencies Health providers	Decrease dog control issues  Increase opportunities for recreation, health and fitness in the community	Unregistered Dog Campaigns Improving Walking Tracks Civil Defence: Regional Meetings and various programmes	Recreation and Community facilities Leadership
An environment which has an excellent quality of water, soil and air.	Council	Provider Advocate Facilitator	Waste Minimisation  Promote efficient use of water with reduced wastage	Zero Waste objectives Air monitoring (By Horizons) Increase use of water meters	Leadership Water Activities Community Development
	Others	Regional Council  Department of Conservation	Improve air quality	Support for Warm Homes Air Quality project	
A district where a range of medical services are provided and accessible.	Council	Advocate	To see an improvement of the health outcomes in the community	Promotion of Health Village concept Physical Activity Strategy	Leadership Community Development
	Others	Health providers			
Core facilities, services and infrastructure planning and provision (water, sewerage, solid waste, power, roading and medical) keep pace with development.	Council	Provider Advocate Facilitator	To provide a level of service satisfactory to the community	Development Contributions Policy Zero Waste objectives Various projects under infrastructural activities Asset Management Plans	Leadership Water Supply Sewerage Stormwater Land transport
	Others	Power and other utility companies  Health and other service providers			

# Ruapehu's Community Outcomes

			Council Activities										
			Environmental			Economic			Community				
CO No	Description	Council's Role	Solid Waste	Stormwater	Sewerage	Resource Management	Land Transport	Water Supply	Recreation/Community Facilities	Community Property	Leadership	Community Development	Regulation
<b>Cultural Wellbeing</b>													
1	A community that understands, embraces, respects and celebrates the traditions and history of all ethnic groups.	Advocate Facilitator										√	
2	The history of the community and District is preserved and appreciated through museums, libraries, places of interest and historical attractions.	Advocate Facilitator Provider										√	
3	Events and festivals that are unique to the District are fostered and celebrated.	Advocate Facilitator				√			√			√	
<b>Social Wellbeing</b>													
4	A District that takes ownership over issues of health provision, education provision and infrastructure maintenance.	Advocate Provider Facilitator					√				√	√	√
5	A District where a range of medical services are provided and are accessible.	Advocate									√		
6	Leadership is respected, trusted, transparent, accountable and visionary, with integrity and a positive attitude.	Advocate Provider Facilitator									√		
7	Leadership facilitates a co-ordinated approach in providing effective solutions.	Advocate Provider Facilitator									√		
8	A community that provides excellent role models, good parenting, career and life skills guidance for youth.	Advocate										√	
9	A community that provides excellent activities and facilities for youth.	Advocate Provider Facilitator							√				
10	Core facilities, services and infrastructure planning and provision (water, sewage, solid waste, power, roading and medical) keep pace with development.	Provider Advocate Facilitator	√	√	√	√	√	√	√	√	√	√	
11	Average household incomes increase as the economy prospers.	Advocate										√	
12	Key service providers consult with the community and common goals are identified and worked towards.	Advocate Provider					√		√		√		√
13	A community that recognises and rewards excellence and achievement in sport, arts/culture/pursuits, community service and business.	Advocate										√	
14	Personal development and increased self esteem are enhanced through upskilling and educational opportunities.	Advocate										√	
15	A sense of community pride and togetherness is fostered where people work towards common goals and speak positively about the community.	Advocate Provider Facilitator				√					√	√	

			Council Activities										
			Environmental				Economic		Community				
CO No	Description	Council's Role	Solid Waste	Stormwater	Sewerage	Resource Management	Land Transport	Water Supply	Recreation/Community Facilities	Community Property	Leadership	Community Development	Regulation
16	A community that encourages participation in planning around community or District issues and promotes community responsibility.	Advocate Provider Facilitator	√			√					√		
17	Excellent standards of health practice in the community are promoted and individuals take personal responsibility for their health.	Advocate Regulator											√
18	Excellent standards of safety in the community are promoted and individuals take personal responsibility for their safety.	Advocate Provider Facilitator				√	√						
19	The incidence of crime and violence are reduced and Police are open and accessible.	Advocate								√			
20	A community that respects the welfare and safety of others.	Advocate Provider				√	√			√		√	√
Environmental Wellbeing													
21	Quality of native flora and fauna is retained and the quality is enhanced.	Regulator Advocate				√			√			√	√
22	An environment that has an excellent quality of water, soil and air.	Advocate Facilitator Provider	√	√	√	√		√		√			√
23	River catchment areas and waterways are protected from erosion and pollution.	Advocate Facilitator Provider	√	√	√	√	√	√		√			√
24	A community that promotes a zero waste outlook and encourages minimisation of the impact of waste on the environment.	Advocate Facilitator Provider	√			√						√	
25	Retains the natural beauty, aesthetic values and vistas of the District.	Advocate Facilitator Provider				√			√			√	√
26	Retains the quality and number of parks and reserves.	Partner Facilitator Provider							√				
27	Tourism growth is managed to retain the natural beauty of the District's ecosystems, bush, mountains, waterways and open spaces.	Advocate Facilitator Provider										√	√
28	Renewable energy resources and alternative means of energy generation are promoted and available.	Advocate Partner				√							
29	Public access to bush, waterways, open spaces and mountains is retained and enhanced.	Advocate Facilitator Provider							√			√	
30	Farming, commercial and industrial practices ensure that the environment remains clean and retains its natural character and value.	Advocate Provider										√	
31	An urban environment that is tidy, clean, safe, easy to get around and beautified.	Advocate Facilitator Provider					√		√			√	

			Council Activities										
			Environmental				Economic		Community				
CO No	Description	Council's Role	Solid Waste	Stormwater	Sewerage	Resource Management	Land Transport	Water Supply	Recreation/Community Facilities	Community Property	Leadership	Community Development	Regulation
32	A community that respects and promotes understanding of the environmental values of Tangata Whenua.	Advocate Facilitator		√	√	√		√				√	
Economic Wellbeing													
33	Modern tele-communications networks encourage tourism and business development.	Advocate										√	
34	A community that has a range of quality retail, entertainment, hospital business services and facilities	Advocate										√	
35	Key organisations facilitate business growth through a co-ordinated approach and support beneficial business and economic conditions	Advocate							√			√	
36	The promotion of tourism includes emphasis on rivers, railway, bush, farming and mountains, upon the history of life in the District, is co-ordinated across the District and is unified under a common brand/slogan.	Advocate Provider Partner										√	
37	A rail and roading network that is reliable, well maintained and meets the needs of users.	Advocate Provider Facilitator					√					√	
38	Employment opportunities for school leavers are encouraged and supported through apprenticeships and affirmative employment action by the local business community.	Advocate										√	
39	The District's core tourism function is complemented with additional activities throughout the year.	Advocate Facilitator										√	
40	A District that promotes economic diversity and retains its core economic strengths of farming, forestry, tourism and horticulture.	Advocate										√	
41	A District that has a wide range of business activity that facilitates and encourages business and economic growth and provides upskilling and a range of employment opportunities.	Advocate										√	
42	The provision of excellent medical, educational, leisure and retail services attract families and skilled workers to the District.	Advocate Provider							√			√	

