

Tuesday, 28 June 2022

Te Hui o Te Kaunihera ā-Rohe o Heretaunga

Hastings District Council

Great Communities Subcommittee Meeting

Kaupapataka

Open Attachments Under Separate Cover

Te Rā Hui:
Meeting date: **Tuesday, 28 June 2022**

Te Wā:
Time: **10.00am**

Te Wāhi:
Venue: **Council Chamber
Ground Floor
Civic Administration Building
Lyndon Road East
Hastings**

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HASTINGS DISTRICT COUNCIL
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TE KAUNIHERA Ā-ROHE O HERETAUNGA

ITEM	SUBJECT	PAGE
4.	JOINT SMOKEFREE & VAPEFREE POLICY REVIEW	
	Attachment 1: Smokefree and Vapefree Policy - Final.docx	3
5.	TE PŌHUE COMMUNITY PLAN 2021-2025	
	Attachment 1: Te Pohue Community Plan - Te Pohue Community Plan Final	17
	Attachment 2: Te Pohue Community Plan Action Plan	35
6.	COMMUNITY PLAN KETE	
	Attachment 1: Planning - Community Planning Kete Draft June 2022	37
	Attachment 2: Te Pohue Community Plan Action Plan - Attachment	67
7.	COMMUNITY ENGAGEMENT FRAMEWORK	
	Attachment 1: Community Engagement Framework 2022	69



Hastings District and Napier City Councils Smokefree and Vapefree Policy

Purpose

The purpose of this Smokefree Policy (the Policy) is to:

1. Support the Hawke's Bay region's identified Community Aspiration of "A lifetime of good health and wellbeing" reflected in our shared responsibility to promote community well-being through improving the social, economic, environmental, and cultural well-being of our communities
2. Reduce the impacts of smoking, vaping and tobacco use on non-smokers. This includes reducing exposure to second-hand smoke and the de-normalisation of smoking and vaping.

Policy Objectives

The objectives of the Policy are to:

- Demonstrate Hastings District and Napier City Councils' support of the Smokefree Hawke's Bay 2025 Strategy and the Government's policy goal for a Smokefree New Zealand/Aotearoa 2025.
- Contribute to improving the health and well-being of our communities by decreasing the prevalence of smoking and vaping and decreasing public exposure to second-hand smoke.
- Increase the likelihood that people, particularly the young, will remain smokefree and vapefree by reducing the number of places where they see others smoking or vaping.

Principles

1. The Policy will be guided by national legislative and policy direction and by community opinion.
2. The Policy will take a non-punitive approach to controlling smoking and vaping in particular public places, aimed at lessening the effect of smoking and vaping on other people.
3. The Policy will provide more smokefree and vapefree public environments, particularly for young people.

Scope

This Policy covers Hastings District and Napier City Councils' position in relation to:

- Smokefree and vapefree public places
- Smokefree and vapefree public events.

This Policy applies to both tobacco products and vaping products (with or without nicotine,

including e-cigarettes and similar devices).

This Policy focuses on where people are requested not to smoke or vape. Whether people choose to become smokefree or vapefree is outside the scope of this Policy (assistance to become smokefree or vapefree is offered through health agencies).

Smokefree and Vapefree Public Places

This Policy recognises and supports smokefree and vapefree areas designated through Government legislation.

Places specifically designated as smokefree and vapefree under this Policy include public outdoor areas for Hastings District and Napier City as follows:

- i. Council managed urban parks, sportsgrounds, playgrounds and reserves, excluding beach reserves.
Where a playground is not located within a smokefree and vapefree park or reserve, a minimum ten metre smokefree and vapefree perimeter will apply.
- ii. Within ten metres of public pedestrian entrances to Council offices and Council owned buildings and facilities. For the main entrance to Council offices, the smokefree and vapefree area will include the full forecourt from the public footpath.
- iii. Hastings City Square (Map 1 below).
- iv. Council managed pedestrian laneways in urban retail areas (Maps 2 – 8 below).
- v. Bus stops, including a ten metre perimeter from bus shelters, signs or bus stop markings.
- vi. Areas set up primarily for café or dining purposes on publicly-owned land; and Council owned tables in public areas.

Businesses or organisations that wish to implement further smokefree and vapefree areas on their own property (or on property where they have the authority to do so) will have access to free signage and promotional materials, as available.

The Policy shall be implemented progressively from 1 January 2023.

Smokefree and Vapefree Community Events

To promote healthier public places and a healthier Hawke's Bay, under this Policy:

- Events held at any of Councils' smokefree and vapefree public places will be smokefree and vapefree.
- Public events receiving Council funding will be required to support smokefree and vapefree messages.

The Hawke's Bay District Health Board supports event organisers to deliver smokefree and vapefree events through the provision of resources, including signage and flags. These are available through their Resource Coordinator at the Napier Health Centre.

Review

The Councils will review this Policy every three years, or at an appropriate alternative time. The Policy remains in force until such time as it is reviewed. Council staff will undertake an

annual internal review of the Policy's implementation and report to Council.

If the Policy is not effective in reducing the number of places where people, particularly the young, see others smoking or vaping, or reducing people's exposure to second-hand smoke in public places and at community events, the Councils will investigate how to make the Policy more effective. This may include regulatory mechanisms.

Education and Enforcement

Signage promoting positive smokefree and vapefree messages will be installed in appropriate places.

While the Policy will be educative, self-policing and no fines will apply. The Councils may however take other action in the event of a persistent issue.

Related Matters

Littering will be addressed through the relevant provisions of the Litter Act 1979.

Alcohol consumption is addressed through Napier City Council's Public Places Liquor Control Bylaw 2021, and Chapter 4 'Alcohol Bans' of Hastings District Council's Consolidated Bylaw 2021.

Additional Information

Smokefree Hawke's Bay 2025 Strategy

The Hawkes' Bay District Health Board in partnership with Ngati Kahungunu Iwi Incorporated developed this strategy in 2012, to support Government's goal of a Smokefree Aotearoa New Zealand 2025.

Both Hastings District Council and Napier City Council are signatories to the Strategy's "Smokefree Hawke's Bay Declaration 2025", supporting in principle the vision of Smokefree Hawke's Bay 2025.

Government Goal and Legislation

Councils will look for opportunities to work with Central Government to align implementation of this Policy with national direction and guidance.

Smokefree Aotearoa New Zealand 2025

The Government's Smokefree Aotearoa New Zealand 2025 Action Plan was launched in late 2021. It has three desired outcomes:

- Eliminate inequities in smoking rates and smoking-related illnesses
- Create a smokefree generation by increasing the number of children and young people who remain smokefree
- Increase the number of people who successfully quit smoking.

Smokefree Environments and Regulated Products Act 2020

This Policy is consistent with the purpose of the Smokefree Environments and Regulated Products Act 2020, which prohibits smoking inside workplaces and other public enclosed areas and in both the open and indoor areas of schools and facilities for young children. The Act also refers to local authorities having powers to provide greater protection from tobacco smoke.

The Act was amended in 2020 to include regulation of vaping and smokeless tobacco products, in particular regulating the safety of vaping products and their marketing, advertising, and promotion. It also was amended to prohibit smoking and vaping in motor vehicles carrying children and young people under the age of 18 years.

Local Government Act 2002

The Councils are taking a non-punitive policy approach to controlling smoking and vaping in particular public places to lessen the effect on other people. Public consultation was used to inform the Policy.

The Local Government Act 2002 ('The Act') mandates Territorial Authorities to promote the social, economic, environment, and cultural well-being of communities in the present and for the future.

The Act (Part 6) requires councils to consult with communities and provides for participation by communities in decision making.

Part 8 of The Act provides councils with the ability to regulate and enforce behaviours. This includes having control over behaviours in public places. One example of this is the ability to control whether people are allowed to drink alcohol in public places where the drinking has been causing an issue and the controls are reasonable.

Other Strategic Linkages

The Napier and Hastings Smokefree Policy contributes to a number of local strategies. The Policy supports both Councils' Youth and Positive Ageing Strategies. It also supports Napier

City Council's Disability Strategy. All have a focus on enhancing wellbeing and supporting the outcome of safer communities.

Health Impacts

Tobacco use is the single most important cause of preventable ill health and premature mortality. Approximately 4,500 – 5,000 New Zealanders die each year from smoking related illnesses. These illnesses disproportionately affect Māori and Pacific people and smoking is a large driver of health inequities.

Statistics

Census data shows that Hawke's Bay District Health Board has the fourth highest smoking rate across the 20 District Health Boards. Smoking rates are 15% in Napier and 16% in Hastings compared to 13% nationally. Smoking rates amongst Māori are 29% in Napier, 31% in Hastings, and 28% nationally.

Local data on vaping is not routinely collected. A small survey of Hawke's Bay schools found a daily vaping of 9.8% amongst year 9-13 students, with a corresponding relative decline in smoking rates. Almost one in five students had vaped in the previous seven days.

Public Opinion

Support for additional smokefree and vapefree spaces in Napier and Hastings is generally high, particularly for outdoor dining areas and footpaths outside local shopping centres.

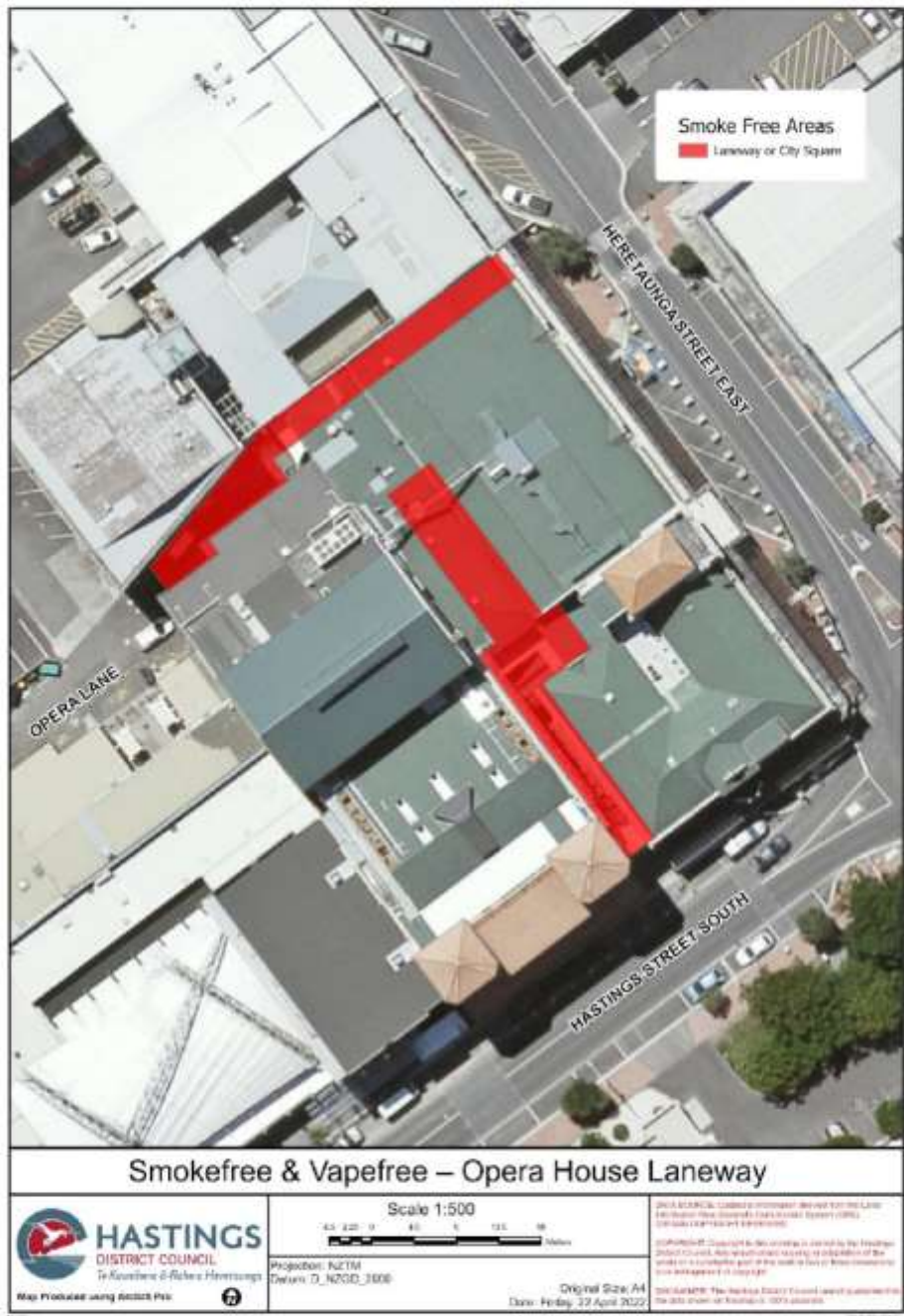
Map 1 - Hastings City Square



Map 2 - Hastings Laneway, 300 Heretaunga Block (Hastings CBD)



Map 3 - Hastings Laneway, Opera House Laneway (Hastings CBD)



Map 4 – Napier Laneway, Paxies Lane (Napier CBD)



Item 4

Map 5 – Napier Laneway, Upper Dickens Street (Napier CBD)



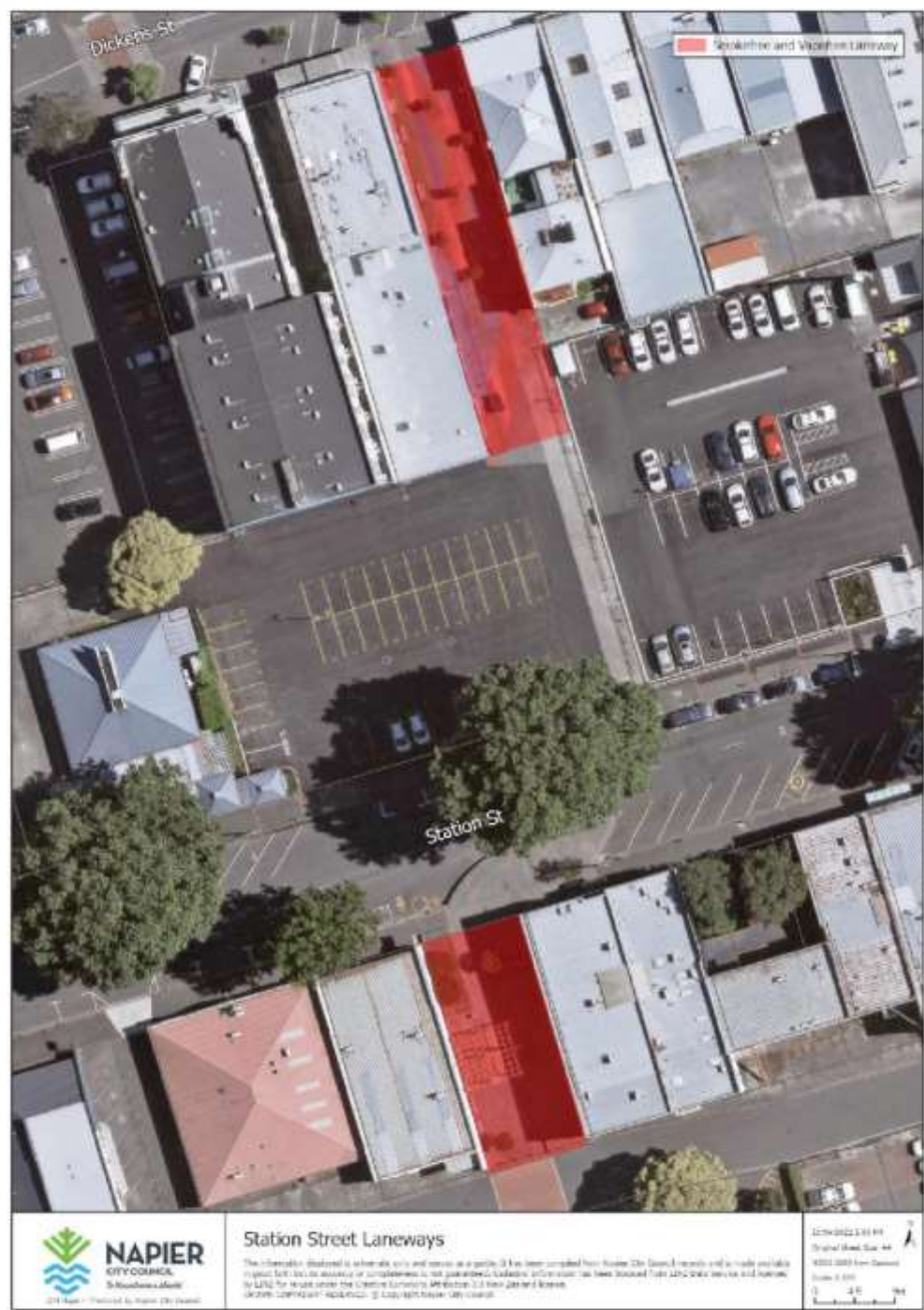
Item 4

Map 6 – Napier Laneway, Lower Dickens Street (Napier CBD)



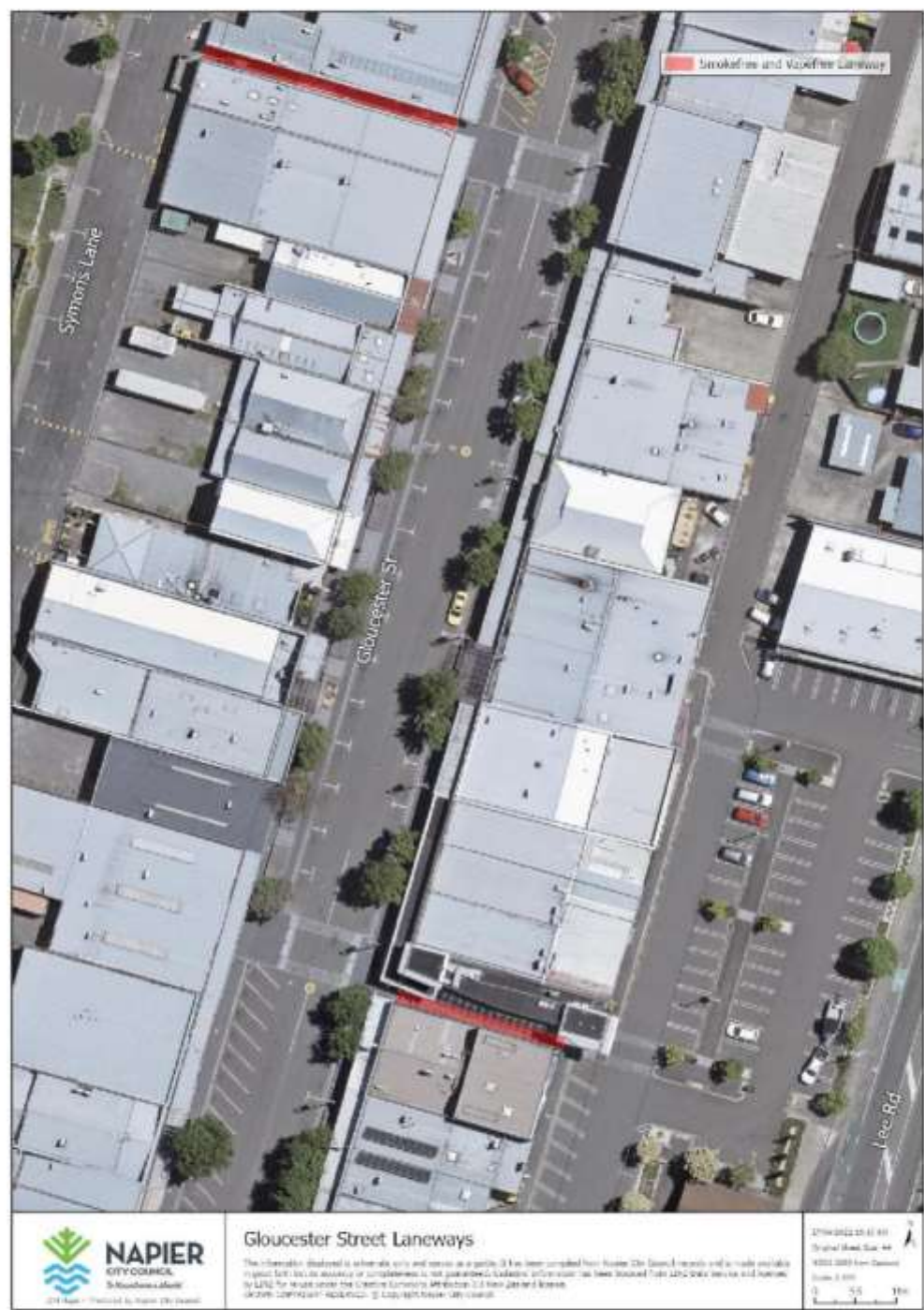
Item 4

Map 7 – Napier Laneways, Station Street (Napier CBD)



Item 4

Map 8 – Napier Laneways, Gloucester Street (Taradale)



Item 4







CONTENTS

Community Vision	2
From The Mayor	3
From The Community	4
Community Profile	5
Local Points of Interest	6
Te Pōhue Kids Dream	8
Bringing Our Plan Together	10
Te Pōhue Community Plan Timeframes	12



TE PŌHUE COMMUNITY PLAN 2021-2025 HASTINGS DISTRICT COUNCIL // 1



FROM THE MAYOR

As the Mayor of Hastings, I am very proud to present the first Te Pōhue Community Plan.

Te Pōhue is one of our district's most northern villages located on State Highway 5. The area also includes Te Haroto, Tarawera and nearby rural communities. It is a beautiful tight-knit rural area with whānau who are truly passionate about their people and place.

The vision for this important Community Plan started from the real need of Te Pōhue Village to have effective and efficient infrastructure for healthy drinking water, and for the wider community to have upgraded waste and recycling facilities,

improved access to public toilets, better maintenance of State Highway 5 as well as deciding the future of the local hall.

This passion to improve the lives of everyone in their village and surrounding area has grown and it's exciting to see this community plan also include a number of community-based actions around sustainability, growth and development.

Te Pōhue should be commended for their commitment, drive and determination to make their community a great place to live, work and play. Special mention to Kiri Goodspeed, who has been at the forefront of this community plan from the outset. We commend her for the passion and strong desire shown to help achieve this step for the Te Pōhue and community.



Kind regards
Sandra Hazlehurst
Mayor, Hastings District

FROM THE COMMUNITY

Tena Koutou Katoa,
Ko Kiri Goodspeed taku ingoa.

I have been living in Te Pōhue, and now currently in Te Haroto, for 7 years; and began a journey over 3 years ago to have a Community Plan written for Te Pōhue and the wider district. The focus for me at the time of submitting the application was recognition of our community as the gateway for Hawke's Bay and creating aspirations of beautification. On reflection, the main driver truly, was understanding that the mechanism of a Community Plan allowed our community a voice and an opportunity to grow our relationship with the Hastings District Council; turning around a general perception that the relationship was tenuous and that our rates were not coming back for the benefit of our community.

The process of drafting the community plan was incredible; attendance began in numbers around 20 and soon gained momentum with each planning session, with around 60 to 70 people across the community attending consistently in the

end. The inclusion of Te Pōhue residents, Te Pōhue School, Community Club and Committee members; representatives from Ngati Hineuru, Maungaharuru-Tangitū, NZTA, NZ Police, Rayonier Matariki Forests and Meridian Wind Farm meant that many and diverse stakeholders in our community came together, bringing to the table different outlooks perhaps, yet a desire to grow our community. Due to this I have complete confidence that our entire community and its many voices have been raised, have been heard, and I watch with anticipation the journey over the next 5 years as our aspirations unfold.

Ehara taku toa i te toa takitahi. Engari taku toa,
he toa takitini – *Success is not the work of an individual, but the work of many.*

Nga mihi mahana ki a katoa;
Kiri Goodspeed



COMMUNITY PROFILE

Located 31 kilometres inland from Whirinaki on State Highway 5, Te Pōhue sits under the Te Waka and the Maungarharuru Ranges. It is in a rural location and throughout history has been known for its bountiful forestry. Te Pōhue was named after a convolvulus-like bindweed that was common in the lowland scrub areas throughout most of New Zealand.

Over the years, Te Pōhue had a vibrant social scene for such a small community. The old Te Pōhue Hotel was the social epicentre of the community and a local hall provided a prime location for dances. Sports associations were a core part of the community with an active rugby club in the 1900s, annual sports days for all ages to have friendly competitions and also a Te Pōhue Golf Club which is still open today and provides a small but challenging course while also hosting beautiful views. It is open to those who are seasoned golfers or beginners who want to give swinging the club a solid go.

Construction of the Harapaki Wind Farm Development commenced in June 2021 and has brought a flurry of activity to the small community.

Right in the heart of the community, Te Pōhue School is a primary school built on values that spell out the acronym RESPECT; Rights of others, Excellence, Social Skills, Participation, Effort, Co-operation and contribution and Technological competence.

Focused on shaping the youth of Te Pōhue to become valuable community members in the future, the school has a strong focus on growth and increasing its connection with the local community, including iwi.

The Te Pōhue community would like to acknowledge our local Iwi and Hapu, Ngāti Hineuru Trust and Maungarharuru-Tangitū Trust.





LOCAL POINTS OF INTEREST

Harapaki Wind Farm Development

2021 saw the first piece of work begin on the Harapaki Wind farm in Te Pōhue. The site is located within the Maungaharuru Range in Hawke’s Bay, approximately 35km northwest of Napier.

This will be New Zealand’s second-largest wind farm with 41 turbines generating 176 MW of renewable energy, enough to power over 70,000 average households.

Construction is set to take around three years, contributing over \$150 million to the local and national economy, and create approximately 260 new jobs during its construction.

Te Pōhue Dog Trial Club

The Te Pōhue Dog Trial Club held its first dog trial event in 1909 and has held a trial every year since, only missing one year due to drought. The club has always received great support from local farmers and shepherds.



Sheep for the trial are provided by local farmers and are walked to the trial, sometimes up to eight kilometres. The club has its own clubhouse adjacent to the Te Pōhue golf clubhouse and utilises the golf clubrooms to provide meals, which are provided by the local school to raise money. The club also has an annual dinner and prize giving which gives the club the chance for local members to get together on a social occasions.

Te Pōhue Golf Club

Founded in 1967, the 9-hole course over rambling paddocks and fenced greens, makes this one of the most challenging and scenic courses you will find in the District.

Te Pōhue Community Hall

Situated on Ohurakura Road, it has been part of the community for over 50 years.

Recently it has been given a new lease of life with a new committee taking it on and a number of locals who have also joined forces to breathe new life back into this significant community asset.



Mohaka Rafting

Provides white water rafting on the beautiful Mohaka river offering everything from Grade 2 to Grade 4/5 rafting as well as expeditions, only 5.9km or 5 mins up State Highway 5 from Te Pōhue.

Trelinnoe Park

The park consists of 30 hectares of a wide and varied outstanding collection of trees, shrubs, perennials and natives. Landscaped woodland paths and wide sweeps of lawns makes this an exceptional garden to visit for locals and visitors alike.

Glenfalls Recreation Reserve

This popular reserve is located on Waitara Road, approximately one hour drive from Napier. It is well used over the summer months for picnics, camping, swimming, fishing, canoeing and rafting.

Te Pōhue School

Te Pōhue School was established by Henry Bodley in 1897 and has a colourful and rich history. Many stories about Te Pōhue School and the early years can be read in the book written by Pat Parsons, *In the Shadows of Te Waka*.

Te Pōhue School has played a significant role as the hub of the community since its establishment. The current school is the result of the combination of four schools; Te Pōhue, Ohurakura, Glenfalls and most recently, Te Haroto.

The school's vision of 'the best we can be through confidence, connection and country values', is a reflection of the importance of the country values and their importance to members of the community.



TE PŌHUE KIDS DREAM

A large part of the process of creating a Community Plan is the inclusion of children, with their vision and insight on what they see as being important to them in their community.

The dreams and aspirations of children can underpin a community's vision, goals and related actions. As part of community planning for Te Pōhue, children at the local school were invited to share what they wanted to see in their community. Their input is shown here.

A workshop was held with 28 children aged 5-12 years from Te Pōhue primary school to record what they value in their local community.



Using an assortment of resources, children created images of their choice on what they would like to see in a community plan, specific to their unique location.

The children characteristically drew places of relaxation, such as additional parks, a big slide into the school swimming pools, petting zoos and bike tracks for kids.

However, there were drawings that embodied the community as a whole with after school activities such as sports day, hunting and fishing competitions with parents participating, as well as a community disco at the end of each school term.





BRINGING OUR PLAN TOGETHER

The actions in this plan come directly from the community of Te Pōhue. Along with its partners, the Hastings District Council conducted a series of meetings with community members, including students at the local primary school from mid to late-2019.

Through these discussions, four key areas for action were identified.

1. Community Sustainability
2. Increased Community Safety
3. Growth and Development
4. Community Communication

Within each of these areas of focus, there are a set of actions that form the basis of the community plan for 2021-2025.



10 // HASTINGS DISTRICT COUNCIL TE PŌHUE COMMUNITY PLAN 2021-2025



1 Community Sustainability

Community sustainability encompasses the community's culture and history, and environment. The community has said that they would like to develop relationships with Maungaharuru-Tangitū Trust (MTT) and Ngāti Hineuru Trust, and establish communal congregation places to create a stronger and more cohesive community.

The community has also identified a need for improving the public amenities in Te Pōhue, given its location on the state highway. In addition, they would like to develop a plan for waste and recycling.

- 1.1 Establish and develop stronger relationships with local Iwi and Hapū, Ngāti Hineuru Trust and Maungaharuru-Tangitū Trust to acknowledge the Māori history of Te Pōhue.
- 1.2 Review existing community trusts/entities to ensure a fit for purpose entity is available to support the implementation of the community plan.
- 1.3 Confirm the legal status of the community hall and surrounding land.
- 1.4 Scope opportunities for the long term feasibility of the community hall.
- 1.5 Uphold the standard of maintenance on the community hall and reserve to encourage usage in line with the long term feasibility.
- 1.6 Review sanitary service provisions on SH5.
- 1.7 Scope opportunities for the establishment of a community recycling facility.



2 Increased Community Safety

Being located on a state highway makes road safety a top priority for the Te Pōhue community. To achieve this, the community would like to develop a closer relationship with Waka Kotahi New Zealand Transport Agency.

Other safety measures include developing a community resilience plan to support the community in being prepared in the event of an emergency, exploring the feasibility of CCTV cameras and developing Neighbourhood Support throughout Te Pōhue.

- 2.1 Meet regularly with Waka Kotahi to discuss ongoing road safety.
- 2.2 Develop a Te Pōhue community resilience plan that identifies our hazards and the potential impacts we may face, what resources we may have to respond to an emergency and how we will look after ourselves and each other.
- 2.3 Explore the feasibility of CCTV cameras to support a reduction in crime.
- 2.4 Identify key locations in the community for defibrillators.
- 2.5 Develop a Neighbourhood Support network in the community.

3 Growth and Development

In order to strengthen and develop the community, the need for more investments in local businesses and the promotion of collaboration among community entities has been identified. Given the Harapaki Wind Farm developments, the community would like to develop a stronger relationship with Meridian Energy. Other development initiatives focus on beautification, such as the installation of an entrance sign welcoming you to the community.

- 3.1 Increase local business offering by building a business network to promote and connect local businesses.
- 3.2 Develop the relationship between the community and Meridian Energy.
- 3.3 Plan and implement a community beautification initiative.
- 3.4 Install an entrance sign on SH5.

4 Community Communication

To foster stronger community identity, build relationships and improve connectedness, there is an action to develop welcome packs for newcomers to the area.

There is a desire for stronger communication between community members and stakeholders. There are actions that address the need for regular communication between Waka Kotahi and the community, and the need for stakeholders to conduct regular meetings.

- 4.1 Develop welcome packs for new community members.
- 4.2 Communicate with the community in various ways i.e. social media, email, print, meetings.
- 4.3 Maintain regular communication with Waka Kotahi about road safety.
- 4.4 Maintain regular meetings to promote collaboration among our many Community stakeholders; (i.e. HDC, Ngāti Hineuru Trust, Maungaharuru-Tāngitū Trust, Te Pōhue Primary School, Local Community Boards, Meridian Energy, Rayonier Matariki, NZ Police, Waka Kotahi).

TE PŌHUE COMMUNITY PLAN TIMEFRAMES

NO.	ACTION	SHORT TERM 1-3 years	MEDIUM TERM 4-7 years	LONG TERM 8-10 years
1.0	Community Sustainability			
1.1	Establish and develop stronger relationships with local Iwi and Hapū, Ngāti Hineuru Trust and Maungaharuru-Tangitū Trust to acknowledge the Māori history of Te Pōhue.			
1.2	Review existing community trusts/entities to ensure a fit for purpose entity is available to support the implementation of the community plan.	COMPLETED		
1.3	Confirm the legal status of the community hall and surrounding land.	COMPLETED		
1.4	Scope opportunities for the long term feasibility of the community hall.	COMPLETED		
1.5	Uphold the standard of maintenance on the community hall and reserve to encourage usage in line with the long term feasibility.			
1.6	Review sanitary service provisions on SH5.			
1.7	Scope opportunities for the establishment of a community recycling facility.			
2.0	Increased Community Safety			
2.1	Meet regularly with Waka Kotahi to discuss ongoing road safety.			
2.2	Develop a Te Pōhue community resilience plan.			
2.3	Explore the feasibility of CCTV cameras to support a reduction in crime.			
2.4	Identify key locations in the community for defibrillators.			
2.5	Develop a Neighbourhood Support network in the community.			

NO.	ACTION	SHORT TERM 1-3 years	MEDIUM TERM 4-7 years	LONG TERM 8-10 years
3.0 Growth and Development				
3.1	Increase local business offering by building a business network to promote and connect local businesses.			
3.2	Develop the relationship between the community and Meridian Energy.			
3.3	Plan and implement a community beautification initiative.			
3.4	Install an entrance sign on SH5.			
4.0 Community Communication				
4.1	Develop welcome packs for new community members.			
4.2	Communicate with the community in various ways i.e. social media, email, print, meetings.			
4.3	Maintain regular communication with Waka Kotahi about road safety.			
4.4	Maintain regular meetings to promote collaboration among our many Community stakeholders; (i.e. HDC, Ngāti Hineuru Trust, Maungaharuru-Tangitū Trust, Te Pōhue Primary School, Local Community Boards, Meridian Energy, Rayonier Matariki, NZ Police, Waka Kotahi).			

NEXT STEPS

The Hastings District Council will continue to work with the people of Te Pōhue to monitor the plan and report annually on progress to the community and other partners. In response to feedback that came out of the engagements, there will be ongoing communication between Council and community members for the duration of this plan.



DRAFT COMMUNITY PLAN ACTION SHEET (under development)

TE PŌHUE COMMUNITY PLAN 2021 - 2025		Status	Proposed Funding (to be completed)								Comments
			2021/2022		2022/2023		2023/2024		2024/2025		
			CP Budget	Other	CP Budget	Other	CP Budget	Other	CP Budget	Other	
1.0	Community Sustainability										
1.1	Establish and develop stronger relationships with local Iwi and Hapū, Ngāti Hineuru Trust and Maungaharuru-Tangitū Trust to acknowledge the Māori history of Te Pōhue										
1.2	Review existing community trusts/entities to ensure a fit for purpose entity is available to support the implementation of the community plan	Completed									
1.3	Confirm the legal status of the community hall and surrounding land	Completed									
1.4	Scope opportunities for the long term feasibility of the community hall	Completed									HDC 22/23 Single Year Community Grant - hall activations and defibs \$7k granted
1.5	Uphold the standard of maintenance on the community hall and reserve to encourage usage in line with the long term feasibility										2022/23 Annual Plan submission
1.6	Review sanitary service provisions on SH5										
1.7	Scope opportunities for the establishment of a community recycling facility										
2.0	Increased Community Safety										
2.1	Meet regularly with Waka Kotahi to discuss ongoing road safety										
2.2	Develop a Te Pōhue community resilience plan	Underway									Community resilience workshop scheduled for July 2022
2.3	Explore the feasibility of CCTV cameras										
2.4	Identify key locations in the community for defibrillators and install	Underway									HDC 22/23 Single Year Community Grant - hall activations and defibs \$7k granted
2.5	Develop a Neighbourhood Support network										
3.0	Growth and Development										
3.1	Build a business network to promote and connect local businesses										
3.2	Develop the relationship between the community and Meridian										
3.3	Plan and implement a community beautification initiative										
3.4	Install an entrance sign on SH5										
4.0	Community Communication										
4.1	Develop welcome packs for new community members										
4.2	Communicate with the community via social media, email, print etc										
4.3	Maintain regular meetings to promote collaboration among our many Community stakeholders; (i.e. HDC, Ngāti Hineuru Trust, Maungaharuru Tangitū Trust, Te Pōhue Primary School, Local Community Boards, Meridian Energy, Rayonier Matariki, NZ Police, Waka Kotahi)										
Total budget			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	



PURPOSE OF THE KETE

This Kete is designed to assist communities through the community plan process.

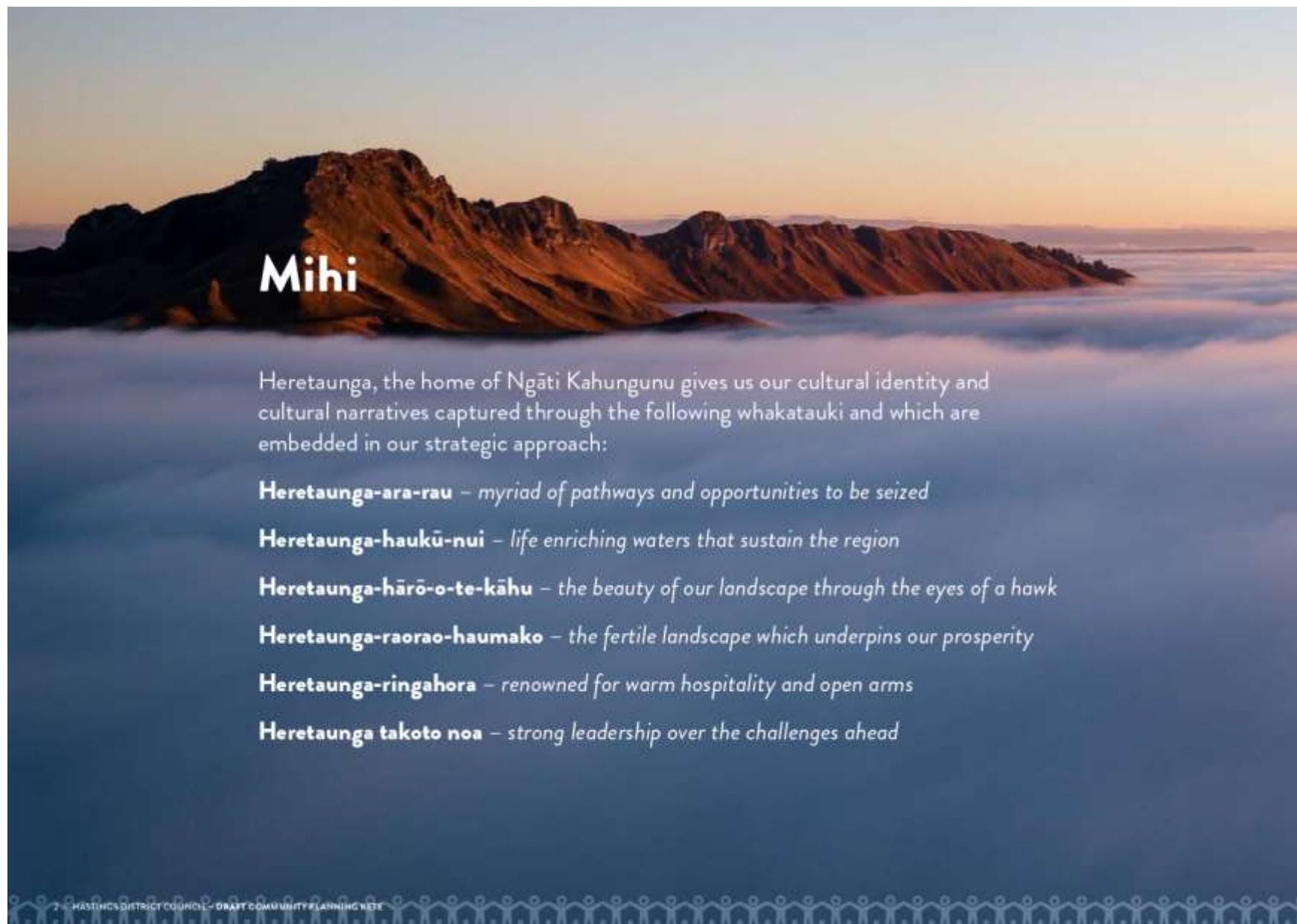
The kete provides a simple and flexible process for creating a community plan – from the initial stages of forming a community group, through to developing, implementing, monitoring and evaluating the plan.





Contents

Mihi	2
Introduction	3
Community Plans	4
Background	4
Strategic alignment	5
Development of a Community Plan	8
Community commitment	8
Community readiness	8
Council commitment	9
The plan process	10
- Getting started	10
- Information gathering	11
- Community consultation and engagement	11
- Ongoing governance and management of the Community Plan	14
- Updating Community Plans	14
An updated Community Plan	14
Appendices	17
Appendix 1 Current Community Plans	17
Appendix 2 Community Plans budget	20
Appendix 3 Example of submission update	23
Appendix 4 Example Community Plan newsletter	24



Introduction

A Community Plan is the voice of a community. It obtains local people's views on the place that they call home, celebrates the things that make their community special, highlights their goals and aspirations and creates a future vision for the community.



Led by the community, community plans are about community members coming together to develop a local plan to shape the development of their community into the future. Agreement is reached on objectives, actions, delivery responsibility and timeframes, all with the aim of improving the social, economic and environmental wellbeing of a local community.

Community-led plans have a vision, actions and an implementation plan. They are endorsed by Council, so can guide decision-making by the Council and other agencies.

The plan might be around infrastructure – eg: a playground or a community garden; community aspirations like supporting more youth in work or achieving better education; improving connectedness through people knowing and helping each other; planning for things like zoning or the rehabilitation of waterways; improving safety through better access to school entrances or protection for cyclists.

Community plans have come of age in Hastings, with measurable results that are encouraging further communities to embark on the process. One plan in one suburb in Camberley in 2004 grew to seven individual community plans by 2014.

There are currently 11¹ active community plans – some have just begun, and others are in their second or third version. Successes range across all the plans, from the community centre built in Camberley, to the revamped playground in Flaxmere, the revitalisation of the river corridor in Whakatū and the restoration of the monument in Maraekākaho.

The inclusive and deliberate planning process outlined in this guide ensures that our community plans are clear, focussed, equitable, and feasible, and that all community plan stakeholders understand the process, purpose and outcomes. The plans provide an opportunity to empower individuals and agencies to support and improve the lives of each of our distinctive communities.

All of our communities are different, with different issues, different aims and different strengths. The things they have in common are their vibrancy and their people's passion for their neighbourhoods.

¹ As at June 2022. See Appendix 1 for a complete list.

Community Plans

Background

Community plans are developed by community, for community.

Planning for the future has always been important for the Hastings District Council to ensure our district's communities can grow well and retain what makes them special places.

Council has been on the path of community-led planning for 17 years, taking its first steps alongside the Camberley community in 2004.

The community plan concept came out of a desire to respond to the particular needs and special characteristics of communities. This is not always easy to do in a traditional council process which is typically focused on numbers in a community, its geography and Council perceptions of how it should work within the context of the wider district. That approach made it difficult to account for the different characteristics of different communities.

Council has since adopted a 'place-based planning' approach to guide its community development.



Place-based planning is about:

- working with community to identify what matters to them
- thinking about what needs to be done, and prioritising
- figuring out a community's strengths and working out who can help achieve desired outcomes
- getting those who can help involved and deciding who can do what and when
- working together to achieve progress
- measuring and celebrating progress
- recognising environments with particular characteristics

Communities know what they need, and most are capable of identifying, planning and delivering their own projects with support from Council. Such projects can become a source of local identity and pride. The plans are an effective tool for capturing and prioritising these community aspirations, and provide a roadmap for how to get there.

Council's role in community planning is a supportive one. Council walks alongside our communities to support them on their journey to achieve their desired community outcomes. This is through providing initial assistance to develop a plan, and then ongoing support to drive the implementation of the plan's actions.





The following Hastings District Council Strategies, Plans, Frameworks and Guidelines are aligned to the development of Community Plans:

MANA WHENUA DEVELOPMENT: FUTURE CHOICE OF MĀORI

Te mahi tahi ki te mana whenua hei taunaki i te whanaketanga o te ao Māori. The development of the mana whenua world.

Hastings District Council and Māori

Eighty per cent of the Māori population reside in the urban areas, and are predominantly of Ngati Kahungunu descent. Local hapu also have significant relationships with other iwi descent groups: for example, Ngati Pahauwera, Ngāti Hineuru, Ngāti Tu, Ngāti Hinemanu and Te Whatu I Apiti, Te Hika a Papauma, and Rangitane. In reality hapu in Hastings district are within the larger catchment area of the Takitimu waka from Wairoa to Pencarrow as well as with wider links to the East Coast and the South Island. Hastings district boundaries encompass more than 100 hapu and 23 marae. The diverse hapu realities of Hastings district mean that we all work together through Council processes for opportunities to demonstrate values that are shared to uplift Maori in particular and benefit the community as a whole.

Strategic alignment

MATARIKI REDS

The Matariki Regional Economic Development and Social Inclusion Strategy 2018 (REDS) specifically mentions the Flaxmere and Camberley community plans under Pou 1:

- Pou 1: Whānau Wellbeing "Creating a thriving society where everyone can participate and make a significant contribution to achieving greater economic growth and productivity for supporting whānau wellbeing".



HERETAUNGA RINGAHORA

Heretaunga Ringahora supports Council's Heretaunga Ararau Te Reo Māori Policy and Action Plan.

The purpose of the document, when engaging with Māori, iwi, hapū and whānau, is to assist with:

- determining what the kaupapa is
- identifying who to engage with
- supporting how to engage through the development of an effective engagement strategy.

GREAT COMMUNITIES STRATEGIC OVERVIEW

Council's vision for the future is 'Fertile land, prosperous people' – *Heretaunga whenua houkura, Heretaunga hapori ora*. It represents our fundamentals, the fertile land and life giving waters which support it and the people of this place fulfilling their aspirations and prospering together.

To fulfil this vision, Council has developed four overriding community outcomes. The Great Communities Strategic Overview has been developed to support Community Outcomes 3 "Safe and Inclusive Place" and 4 "Vibrant place to live, play and visit", and shows how the strategic outcomes will be achieved through various strategies and action plans.

MULTICULTURAL STRATEGY

Hastings District Council had a vision to be an inclusive, welcoming community where everyone belongs. The Multicultural Strategy was developed with a number of community organisations.

The goals of the strategy are:

- Multiculturalism and diversity is celebrated in Hastings district
- Hastings district is a welcoming, inclusive and safe place for all
- People of all cultures have equitable access to council services and resources
- All residents feel empowered to participate in council decision-making
- Council is a role model in terms of cultural diversity





YOUTH STRATEGY

This strategy outlines how the Hastings District Council is investing in the positive development of its young people aged 12-24 years over the next five years. Through its goals and actions, Council is striving to enhance young people's mana so they feel empowered to reach their full potential. The strategy provides a framework to better engage young people in the future and strengthen Council services and programmes to better meet the needs of all young people across the Hastings district.

The strategy is a joint commitment of the Hastings District Council and the Hastings Youth Council. Young people's ideas, thoughts and experiences have driven the development of the strategy, its priorities and the actions.



SAFER HASTINGS COALITION

Safer Hastings is a coalition made up of people from a diverse group of government and community agencies and a wide network of supporting organisations all working together in a co-ordinated and collaborative way to improve community safety. Council is the lead agency for the coalition. The coalition has a mission of "working together to connect agencies and communities to build resilience and reduce injury and harm".

COMMUNITY WELLBEING ACTION PLAN

A key principle of 'Mā te huruhuru, ka rere te manu' our COVID-19 Community Wellbeing Action Plan, is that community is at the core of our recovery. Reviewing current community plans has provided Council with a way to understand COVID-19 impacts on our communities. Going forward Council will support our communities to redevelop their plans to include specific initiatives to aid recovery from COVID-19.



Development of a Community Plan

A Community Plan is developed by community with support from Council.

This community-led approach is about local people in the community taking the lead to develop their Community Plan by mobilising their local resources and building on their strengths to set a vision and goals for the future, and developing a plan for how to get there.

Community commitment

Often the process starts with a few dedicated people who draw in the rest of the community. The experience has been that once people see the vision they get involved. Communities start with the following process:

- Form a Community Plan committee which is inclusive of the whole community
- Agree on the social, cultural, economic, environmental, historical and demographic elements of the community
- Identify the hopes and goals of residents
- Consult with the wider community to ensure that people are supportive of the plan
- Work out how the goals might be achieved
- Work out an action plan to achieve the desired outcome
- Present their community plan to Council
- Drive and support the implementation of their Community Plan.



Community readiness

Some communities may be more ready than others to address issues in their community.

The following questions help determine whether a community is ready to develop and support a Community Plan.

- Have key stakeholders, groups and community leaders been identified?
- Have these groups and leaders expressed their support for the project?
- Are there other sections of the community who need to be engaged in an appropriate way to ensure that their voice is heard?
- Is the community prepared for a plan that may take one year to complete followed by an implementation phase of three to four years?
- Is there a support team in place capable of undertaking all the tasks required for the planning process?
- Are there NGOs and Government Agencies that should be invited to various stages of the process?





Council commitment

The Community Development Manager has the ultimate responsibility for the monitoring of the plans and reporting bi-monthly on progress to the Great Communities sub-committee.

Council also identifies an appropriate councillor to support the community and to be the champion for the community at Council meetings.

Each community that wants to develop a Community Plan works with a Council Community Connector from the Community Development team.

The Community Connector supports the development and oversees the implementation of the community plan alongside the community. This includes activities such as:

- Communicating and engaging with the community
- Facilitating and organising workshops and meetings
- Setting timeframes and collating information.

The Community Connector reports regularly to the Community Development Manager on the progress of the plan and raises any concerns or issues that require attention.



"From a community planning and development perspective the focus, guidance and help given by our HDC community liaison person is of enormous value. Not only does this help get a realistic and achievable five-year plan on paper, and therefore something everyone can understand and work to, but it cements the important working relationships between the community and our district council."



Jonathan Stockley
Chair Focus Maraekākaho

DRAFT COMMUNITY PLAN FOR KETE - HASTINGS DISTRICT COUNCIL

The plan process

Getting Started

STEP
1

A member of a community or group expresses interest in having a Community Plan and asks Council for support. This request is usually formalised via a submission to Council's Annual Plan or Long Term Plan submission process. Council officers can support with drafting this submission.

STEP
2

If Council agrees to the development of the Community Plan, a Community Connector is assigned as a relationship manager to work alongside the community. A councillor is also identified to support the community.

STEP
3

Council officers identify an appropriate external facilitator to lead the engagement of the community plan, working alongside the Community Connector. This external appointment ensures transparency throughout the plan process.

A community may also like to lead the engagement of their community plan. The Community Connector will walk alongside the community and provide appropriate support. This usually is the case with communities who have already had two to three community plans.

Draft Annual Plan 2017/18

#49

Name *	Matt O'Brien
Address *	41 Kume Ora Community School 1 Kaitake Crescent Hastings, Hawke's Bay 4120 New Zealand
Daytime contact phone *	0274600331
Evening contact phone	
Email	principal@kumeora.school.nz
Please indicate whether or not you wish to speak to your submission at Council Meeting set down for hearing submissions, commencing 7 June 2017. (If your submission is a rural matter it will also be discussed at the Rural Community Board Meeting on 25 May 2017)	Yes
What are the main topics in your submission?	Kume Ora is the hub of the Hastings West Community. As part of this we request the development of a Hastings West Community Plan.
Please tell us your views here:	
<ul style="list-style-type: none"> - This area is the forgotten part of Hastings. There are no shops, few playgrounds or areas that have been developed for public use. - Houses are over crowded and on small sections. - This area has a high number of multi-family people. - There is a new housing development over 100 houses on the edge of the area. - The school is very keen to return to being a Community School which is the hub of the community. - There are very few facilities in this area of Hastings - 3.5km to shopping centre and community facilities. - Programmes run by the Hastings Community Centre are not attended by children from this end of the community - lack of transport / safety. - Highly successful holiday programmes have been run - request for spaces greatly exceeds places available. 	
Attach a file	
<div> <div>Upload</div> <div>2 May 2017</div> <div>2:02 PM</div> <div>PUBLIC</div> </div>	

Example of an Annual Plan submission.

Information gathering



The Community Connector brings together the facilitator and a Council working group with representatives from different departments (ie: parks, roading) to identify and discuss any planned works or engagement with that community.



The Community Connector brings together the facilitator and key external partners working in the identified community to discuss what they are currently delivering or planning in that community.

Community consultation and engagement



The Community Connector and community identify potential community champions (school principals, church leaders, passionate individuals etc) and brings them together with the facilitator to form the Community Plan working group.

They discuss the appropriate community engagement method and how they will inform/bring community on the journey with them.



A Community Plan is developed through community engagement and consultation. This is led by the Community Plan working group and facilitated by the independent facilitator supported by the Community Connector. Community engagement could include; surveys, hui, meetings, workshops, attendance at events, facebook etc. Council can support with engagement with external stakeholders (eg: Government and non-government agencies) to include them in the planning process.



Example of community engagement and consultation.

STEP
8

When the community is happy with the content of it's Community Plan, the Council working group and key partners are brought back together separately.

Both groups are shown the goals, aspirations and outcomes from the community and are asked to look at their work programmes and budgets to see when these outcomes can be implemented. This includes utilising the Community Plan budget. See Appendix 2 for details.

It is important to note that some of the community outcomes may not sit within Council and will need to be negotiated with the appropriate agency.

STEP
9

If the outcomes are not able to be achieved by Council or key partners a meeting is held with the Community Plan working group to explain why.

STEP
10

A draft Community Plan is designed and developed by Council's marketing & communications team. The plan will reflect the local community. The draft will then be checked by the community to ensure it is reflective of THEM and the content is accurate.

The Community Plan may include:

1. Cover and back page
2. Contents
3. Message from the mayor
4. Introduction
5. History of the community (where possible pre-1840)
6. Community profile (including maps and graphics)
7. Community demographics
8. A section on partnerships
9. Timeframes showing when actions will be delivered
10. Budget required and approved

STEP
11

An action plan is developed to support the Community Plan timeframes including budget, outcomes and what year it will be delivered.

STEP
12

The Community Connector prepares a report to the Greater Communities sub-committee. The sub-committee considers the report and if it approves the report forwards it to the Strategy & Development committee for endorsement.

If the Community Plan is from a rural community, the plan must go through the Rural Community Board before proceeding.

STEP
13

The Community Connector arranges for the Strategy & Development meeting to be held in the community (where possible) and works with the community champions to prepare them for their presentation to the Committee.

STEP
14

The community champions group present their plan to the Strategy & Development Committee for endorsement. The plan is endorsed and implementation commences.



Example of a Community Plan launch.

9/20/22, 11:35 AM Community gathers to launch Camberley Community Plan (News) Hastings District Council

Community gathers to launch Camberley Community Plan

Building a connected community that has pride in itself, and is supported to thrive is the underlying vision for a new community plan for Camberley that was endorsed by Hastings District Council yesterday.

Rather than being held at the council chambers, the strategy and policy committee decided to hold its meeting at the Camberley Community Centre, inviting the community to attend and help launch the Camberley Community Plan 2020-2025.

The plan is the result of more than 12 months of meetings, consultation and planning with the community and other stakeholders, including government agencies and service providers, and it sets out the community's aspirations and how these will be realised.

One of those involved was Sally Macaule who told those gathered that she had lived in Camberley for most of her life, starting school at Firmlay School and then moving to Camberley School when it was built in the 1960s.

"This plan is the culmination of hours of work and effort by the council team and others, and of course those from the community who have helped by bringing the ideas together – this is our plan for our community," she said.

<https://www.hastingsdc.govt.nz/about-us/news/latest/2022/community-gathers-to-launch-camberley-community-plan>

1/2

9/20/22, 11:35 AM Community gathers to launch Camberley Community Plan (News) Hastings District Council

From establishing a wellbeing hub, to providing more education and employment services, improving road and community safety, creating a community garden and developing Kirkpatrick Park, the plan captures a broad range of potential actions to help this community thrive.

Long-time Camberley resident Janelle Paku-Ngametua was involved in creating the Camberley Community Plan 2016-2020, and said a lot had been achieved as a result.

This included Sport Hawke's Bay's programmes, the driver licensing caravan that was parked up at the community centre three days a week, which had helped numerous people gain their licence, including herself and her son.

There had also been sporting tournaments held at the park, a basketball academy created, a new splash pad built, as well as a basketball court and barbecue area.

Most recently a new mural had been painted on the old changing rooms at Kirkpatrick Park, which had uplifted and brightened up the park, she said.

"The Camberley community loves these additions and the park is always busy with people of all ages."

Hastings councillor and Great Communities subcommittee chair Eileen Lawson was also involved in the creation of the 2020-2025 plan and said a lot of work and consultation had gone into it.

"I want to thank the Camberley community for their passion and commitment to this plan – it's brought together their goals and aspirations and celebrates all that's fantastic about Camberley."

5 May 2021

[Back to News](#)

<https://www.hastingsdc.govt.nz/about-us/news/latest/2022/community-gathers-to-launch-camberley-community-plan>

2/2

Ongoing governance and management of the Community Plan

STEP 15

The Community Connector provides ongoing advice and back-up support to the Community Plan Group to help implement actions.

Regular communication and hui will occur to monitor progress and ensure outcomes are achieved as per the plan.

STEP 16

The Community Plan is reviewed by the end date by the community and the Community Connector.

The review is presented to the Greater Communities sub-committee.

Updating Community Plans

STEP 17

A Community Plan is ongoing.

Over time, as a community changes, so too will its goals and aspirations.

If the community decides to update their Community Plan they will be asked if they would like to develop a new Community Plan or an action plan. See Appendix 3 for an example of a submission to review and update an existing Community Plan.

The difference being an action plan focuses on implementing tangible annual outcomes.

Example of an updated Community Plan

Kia ora, Talofa lava, malo e lelei, kia orana, bula vinaka, mauri, fakatalofa, halo olketa, namaste, kumusta, nī hāo, hello

We Love Flaxmere. Flaxmere Connect. My Flaxmere. It's Flaxmere's Time.

These are key phrases that have driven everything that's happened in Flaxmere over the past 10+ years and will continue to motivate growth and potential for our wonderful community for the next 10+ years as we implement this new community plan. It truly is Flaxmere's time to achieve the vision that those who first settled in Flaxmere and those who developed the first Community Plan saw for our wonderful suburb. The Flaxmere Planning Committee whole heartedly support this vision and will continue to advocate for initiatives that inspire community pride, individual and family wellbeing, care for our vulnerable populations, nurturing for our younger generations, and promotes a positive wholesome outlook on life. Our time is now. Let's all get in behind this plan to achieve what we know this suburb can become. Kia kaha (be strong), kia maia (be brave), kia manawanui (be patient). We can do this together.

Ngā mihi

Traci Tuimaseve

Chair of the Flaxmere Planning Committee





Appendix 1

Current Community Plans as at June 2022

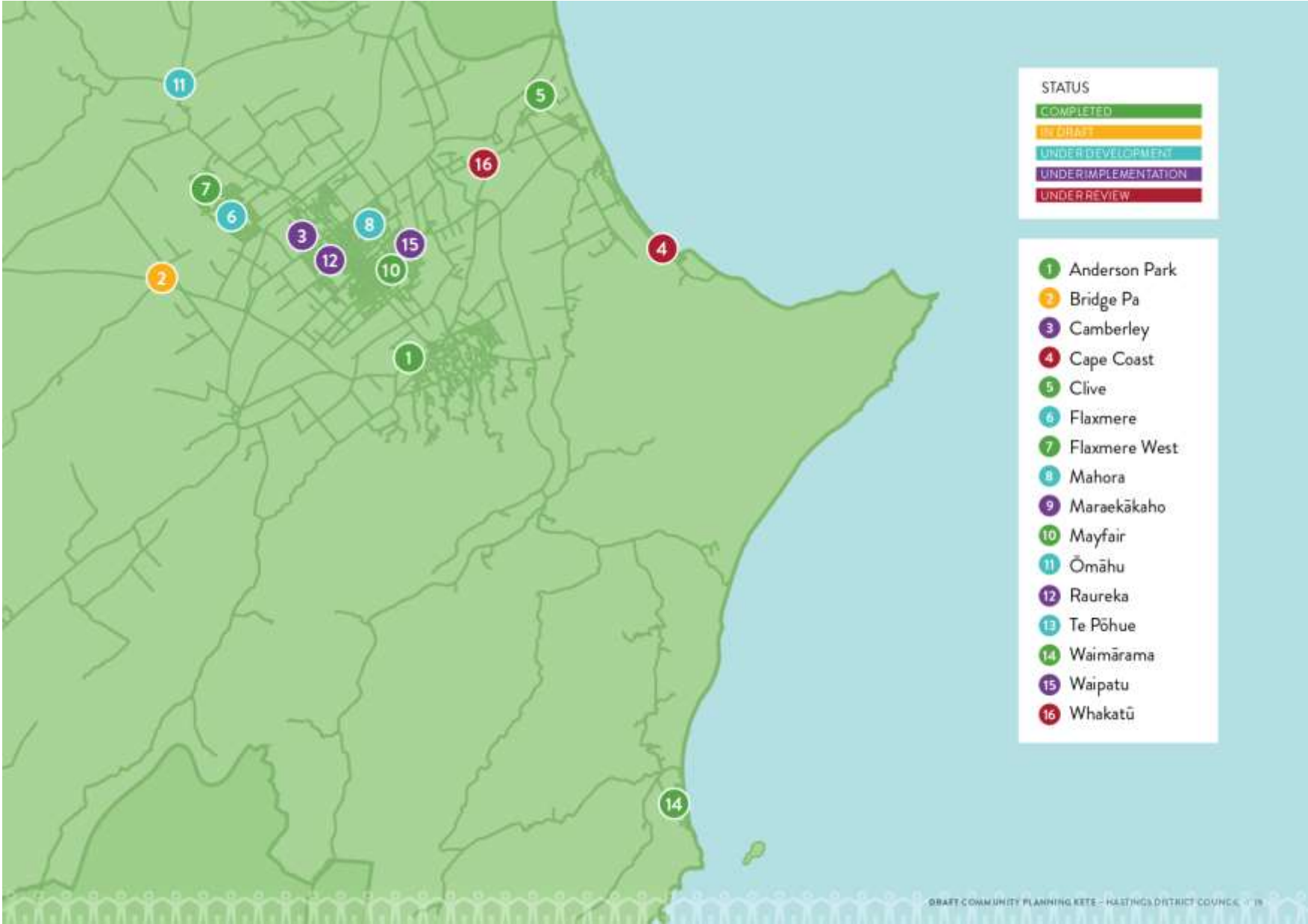
COMMUNITY PLAN	OFFICER RESPONSIBLE	COUNCILLOR	STATUS
Bridge Pa	Dr James Graham	Sophie Siers	In draft.
Camberley	Paddy Steffert	Eileen Lawson	Under Implementation and due for completion in 2025.
Cape Coast	Debbie Northe	Alwyn Corban/Ann Redstone	Under review with action plan of outstanding items being compiled.
Flaxmere	Robyn Smith	Peleti Olu/Henare O'Keefe	New plan in draft form incorporating Flaxmere West.
Mahora	Robyn Smith	Wendy Schollum/Geraldine Travers	Community consultation underway.
Maraekākaho	Debbie Northe	Sophie Siers	Due for completion by the end 2022. New plan to be developed in the second half of 2022.
Ōmāhu	Robyn Smith/Charlie Ropitini	Tania Kerr	Community engagement commenced.
Raureka	Robyn Smith	Eileen Lawson	Council implementing community actions.
Te Pōhue	JR Roberts	Tania Kerr	Plan for approval June 2022.
Waipatu	Paddy Steffert	Ann Redstone/Alwyn Corban	One outstanding action.
Whakatū	Paddy Steffert	Ann Redstone/Alwyn Corban	One outstanding action.

Completed Community Plans as at June 2022

COMMUNITY PLAN	OFFICER RESPONSIBLE	COUNCILLOR	STATUS
Anderson Park	Robyn Smith		
Clive	Dennise Elers	Ann Redstone/Alwyn Corban	
Flaxmere West	Robyn Smith	Peleti Olu/Henare O'Keefe	New plan to be developed as part of the wider Flaxmere Community Plan. Outstanding actions being implemented.
Mayfair	Paddy Steffert	Wendy Schollum	Completed with action plan being developed.
Waimārama	Dennise Elers	Sophie Siers	Completed. Annual action plan under implementation.







Appendix 2



Community Plans budget

Allocation Priorities

Most actions in Community Plans are considered for within existing Council budgets. The Community Development team has a modest internal operational budget to assist the community to meet some of their goals and aspirations within their plan.

This framework and priorities have been developed to assist staff in their decision making in the allocation of the budget to support the Community Plans. Community groups can also apply for other contestable funding, local business sponsorship or community fundraising to support their community actions.

This framework has been developed to:

- Ensure equal opportunity to access funding across the different community plans
- Assist staff in their decision making



TRANSPARENCY

The allocation of funds to the Community Plans will operate transparently in all respects and at all stages of the process, while protecting confidentiality.

EQUITY

All communities will have an equal opportunity to be considered for budget allocation, and Council staff will ensure applicants are treated fairly, regardless of their size, location (within the Hastings District Council boundary) or circumstances.

ACCOUNTABILITY

Staff and community will work together to deliver good value to residents, by supporting initiatives that are cost effective and which can produce clear benefits for our communities.

RESPECT

Council shares many interests, values and goals with the community, but also recognises that each community has its own mission, and is accountable to its own community members.

COMMUNITY-LED

Where possible Council should support projects that are conceived and delivered by the community, for the community.

PROPORTIONALITY

Council will strive to balance its statutory responsibility to ensure the lawful and prudent expenditure of public funds.

HIGH PRIORITIES:

- Projects must be clearly connected to an action in a Council endorsed Community Plan.
- The project must meet one of the Council objectives:
 - Uplifting our communities' wellbeing by providing access to help and advice
 - Fostering a sense of pride within our district and across our diverse communities
 - Promoting happy, healthy and active communities
- The action must be within the relevant timeline
- Projects that have a sustainable ongoing clear budget allocation
- Projects that also benefit to the wider community
- Projects that are community led and have appropriate Council and Council Officer support.

LOWER PRIORITIES:

- Items that are planned and budgeted for a future date
- Ongoing salaries and administration costs
- Fundraising events or activities, especially where the beneficiary is a third party (e.g. charity events, sponsored walks), unless we determine the event has a wider community benefit beyond its primary purpose as a fundraiser
- National organisations
- Health-based organisations that could be funded by the HBDHB
- Education-based organisations that could be funded by the MOE
- Groups whose services are not located in the district.

THE FOLLOWING ACTIVITIES WILL NOT BE FUNDED:

- Debt servicing or repayment
- Legal expenses
- Activities that promote religious ministry or political purposes and causes
- Medical expenses
- Public services that are the responsibility of central government (e.g. core education, primary healthcare)
- Large physical works – e.g. improvement to community buildings – that require consents or permits, prior to the necessary consents or permits being obtained (grants may be awarded in principle but funds will not be released until all conditions are satisfied)
- Purchase of alcohol
- Retrospective costs (where the activity has already taken place), unless this is necessary as a condition of the grant or Council is satisfied there are other mitigating circumstances
- Groups whose services are delivered outside the district or community.

Projects focused on outcomes will be discussed as a group every three months by the Community Connectors and the Community Development Manager and approved in accordance with the above priorities. The Community Development Manager will review and approve each project against the priorities and available budget. Other things that will be taken into account when approving and prioritising these projects are:

- Ability to deliver against set timeframes
- Strategic alignment
- Community priority
- Other recent Council investment
- Equity in terms of communities actions for each plan,

The Council's Community Grants advisor can assist each Community Plan group on both Council and external contestable funding opportunities,

Hastings District Council manages a range of grants and funding opportunities which are available to community groups and, in some cases, individuals, all with specific criteria designed to enhance the lives of residents through events, programmes, services, and facility improvements.

All of the grants are contestable so the success of the application will depend on how well the project fits with individual criteria, the priority of the type of project compared with the others, and the grants money available for allocation.

Hastings District Council has many different sources of funding to empower organisations to meet their shared goals including, but not limited to:

- Community Grants
- Creative Communities funding
- Waste Minimisation Fund
- Event support Funding
- Marae Development Fund
- Rural Halls Maintenance Fund.

For larger projects it is unlikely Council will provide the total amount of funding required so groups may need to show how they can attract funding from other agencies and charities outside of Council. Other local Funding organisations include:

Eastern & Central Community Trust
www.ecct.org.nz

Sport Hawke's Bay
www.sporthb.net.nz

Infinity foundation
www.infinityfoundation.co.nz

Trust House
www.trusthouse.co.nz

Hawke's Bay Foundation
www.hawkesbayfoundation.org.nz

Pub Charity
www.pubcharitylimited.org.nz

Lion foundation
www.lionfoundation.org.nz

North & South Trust
www.nstl.co.nz

Department of Internal Affairs
www.communitymatters.govt.nz

NZCT
www.nzct.org.nz


First Light
www.firstlightfoundation.co.nz

Grassroots Trust
www.grassrootstrust.co.nz



Appendix 3

Example of a submission
to review and update an
existing Community Plan.



Submission to:
Draft Long Term Plan 2021/31

Strategy Manager
Hastings District Council
Private Bag 9002
HASTINGS

Submissions close 7th May 2021

(*Mandatory field)

Title:

First name:

Last name:

Street address:

Daytime contact phone:

Evening contact phone:

Email address:

Please indicate whether or not you wish to speak to your submission at a Council Meeting set down for hearing submissions, commencing 09 June 2021.

☒ Yes
☐ No

If your submission is a rural matter, it will also be discussed at the Rural Community Board Meeting (24 May 2021).

Please indicate if you also want to speak to the Rural Community Board.

☒ Yes
☐ No

What are the main topics in your submission?

1. Focus Maraekakaho requests a new 5 year Community Plan 2023 – 2028.
2. Focus Maraekakaho requests \$20,000 to support the construction and installation of 3 new village entry threshold signs.
3. Focus Maraekakaho requests that Council give priority to traffic calming measures in Maraekakaho in the next Annual Plan round.

Please tell us your views here. Please write clearly in ink to enable copies of your submission to be made.

Focus Maraekakaho (Focus MKH) is an active community advocacy group based in Maraekakaho. The current Maraekakaho Community Plan 2017 – 2022 was developed by Focus MKH in direct consultation with the local Maraekakaho community, with support from Hastings District Council.

Focus MKH would like to formally inform Hastings District Council that we would like our Community Plan to be renewed when it expires at the end of 2022, with a view to developing a new 5 year plan 2023 – 2028.

We have worked hard to achieve the goals set out in the current plan, and have seen wonderful successes. Please see Appendix 1 for some of our completed objectives. We are still working hard to achieve continued community engagement and improvement, with our Community Plan at the heart of what we do. While the plan won't expire for another 18 months, we want to ensure that Council includes it in your Long Term Plan.

This year we used the Community Plan to create an annual action plan, which we are working off this year to streamline the projects at the forefront of our community. These include:

- Connecting the Maraekakaho Community – building a business network, hosting a youth night, installing a community noticeboard, developing a community welcome pamphlet
- Roadsigns – installation of village entry threshold signage, traffic calming measures, roadside planting
- Safety & Security – supporting Safer Hastings initiatives, promoting Neighbourhood Support
- Health & Wellbeing – promoting rural safety and support
- Emergency preparedness – developing a community resilience plan with CDEM

Our plan is to continue to create annual action plans, but we believe it is still imperative for our community to have an overarching plan to guide the future of Maraekakaho.

Focus MKH has been actively seeking funding from external sources to support our community plan actions. In November 2020 we received \$4,000 from the Ministry of Social Development Community Capability and Resilience Fund to support our community plan initiatives that support our community's rebuild and recovery from COVID-19.

Road safety is a key priority for our community. We request that Council give priority to traffic calming measures in Maraekakaho in the next Annual Plan round.

We also would like to apply for \$20,000 to support the construction and installation of 3 new village entry threshold signs.

We have been working with Council (including the Parks & Open Spaces team) and the community to develop the concepts for these signs. Please see Appendix 2 for details. These signs have been in the pipeline for the past three years, and are finally coming to fruition after much of the background work (artist's rendition, engineering report, quotes for building work and consent from local landowners) has taken place. Where possible, we will be using community muscle power to build these signs, but will need to pay for material costs and some professional work, as well as consents from the council. This will cost approximately \$8,000 per sign. We will cover any extra amount with external grants applications.

We believe these signs will enhance Council's Gateway Strategy by providing a sense of arrival to our community with each of the art works relevant to their location throughout our community (e.g. horticulture/agriculture/viticulture/community).

Focus MKH has a proven success record with an active, well connected community. We have greatly appreciated Hastings District Council's support in our endeavours to this point, and in anticipation of your continued support for both our immediate roadsign objectives and future community plan aspirations look forward to working with you in the future.

Please Note: Your submission is a public document for the use in the Long Term Plan process.

Appendix 4

Example of Councils Community Plan Newsletter.







DRAFT COMMUNITY PLAN ACTION SHEET (under development)

TE PŌHUE COMMUNITY PLAN 2021 - 2025		Status	Proposed Funding (to be completed)								Comments
			2021/2022		2022/2023		2023/2024		2024/2025		
			CP Budget	Other	CP Budget	Other	CP Budget	Other	CP Budget	Other	
1.0	Community Sustainability										
1.1	Establish and develop stronger relationships with local Iwi and Hapū, Ngāti Hineuru Trust and Maungaharuru-Tangitū Trust to acknowledge the Māori history of Te Pōhue										
1.2	Review existing community trusts/entities to ensure a fit for purpose entity is available to support the implementation of the community plan	Completed									
1.3	Confirm the legal status of the community hall and surrounding land	Completed									
1.4	Scope opportunities for the long term feasibility of the community hall	Completed									HDC 22/23 Single Year Community Grant - hall activations and defibs \$7k granted
1.5	Uphold the standard of maintenance on the community hall and reserve to encourage usage in line with the long term feasibility										2022/23 Annual Plan submission
1.6	Review sanitary service provisions on SH5										
1.7	Scope opportunities for the establishment of a community recycling facility										
2.0	Increased Community Safety										
2.1	Meet regularly with Waka Kotahi to discuss ongoing road safety										
2.2	Develop a Te Pōhue community resilience plan	Underway									Community resilience workshop scheduled for July 2022
2.3	Explore the feasibility of CCTV cameras										
2.4	Identify key locations in the community for defibrillators and install	Underway									HDC 22/23 Single Year Community Grant - hall activations and defibs \$7k granted
2.5	Develop a Neighbourhood Support network										
3.0	Growth and Development										
3.1	Build a business network to promote and connect local businesses										
3.2	Develop the relationship between the community and Meridian										
3.3	Plan and implement a community beautification initiative										
3.4	Install an entrance sign on SH5										
4.0	Community Communication										
4.1	Develop welcome packs for new community members										
4.2	Communicate with the community via social media, email, print etc										
4.3	Maintain regular meetings to promote collaboration among our many Community stakeholders; (i.e. HDC, Ngāti Hineuru Trust, Maungaharuru Tangitū Trust, Te Pōhue Primary School, Local Community Boards, Meridian Energy, Rayonier Matariki, NZ Police, Waka Kotahi)										
Total budget			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	





Contents

A vision for Hastings District	2
The purpose of community engagement	3
The community we serve	4
Strategic context	5
Legal context	6
Core values for community engagement	7
Guiding principles for community engagement	8
Guiding principles for engagement with Māori	9
The community engagement process	11
Key steps in the community engagement process	11
Levels of community engagement	12
Inclusiveness: Overcoming barriers to engagement	13
Roles and responsibilities in the community engagement process	14
Communications, Engagement and Marketing Group	14
Council staff	14
Our community	15
Elected representatives	15
APPENDIX A: Glossary of terms	16
APPENDIX B: Step-by-step action plan to community engagement	18



The purpose of community engagement

Community engagement is the process where Council and the community work together to achieve common goals. While the elected members of Council have the final decision-making power, community engagement plays a significant role in informing and improving Council's decision-making.

Effective community engagement:

- creates ongoing relationships with communities built on trust and respect;
- leads to sustainable decisions and improved outcomes, informed by a greater understanding of participants' needs, concerns and priorities;
- creates greater legitimacy and involvement in future engagement;
- reduces risk including political, operational and legal risks.¹

Meaningful community engagement helps Council's partners and the community understand the full scope and implications of decisions. It builds trust with community members, partner organisations, and businesses. Regular engagement helps them shape the district they live in. They will take more pride in their community and feel more valued, involved, and connected.

This framework outlines the principles of engagement and the supporting processes that enable Council to practise these principles.

This framework aims to:

- acknowledge and work with Council partners to establish and implement the principles of engagement;
- ensure the community has a voice in the decision-making process;
- enable sustainable decision-making, transparency and decisions that reflect the common good;
- ensure community engagement activities are carried out in a coordinated and consistent manner;
- support Council staff and decision-makers to incorporate the values, interests, needs, and desires of our community in the decision-making processes;
- build engagement opportunities that inspire the community to contribute to the future of Hastings;
- build community stakeholder trust in the decision-making of Hastings District Council.



Note: There is a difference between an informal engagement activity (e.g. asking the community for feedback or holding a drop-in information session) and a formal consultation (e.g. a Representation Review) which is a process dictated by a range of legal requirements.

¹ <https://dpmc.govt.nz/our-programmes/policy-project/policy-methods-toolbox/community-engagement>

A vision for Hastings District

Hastings District Council's vision is 'Fertile land, Heretaunga whenua houkura, Prosperous people, Heretaunga hapori ora'.

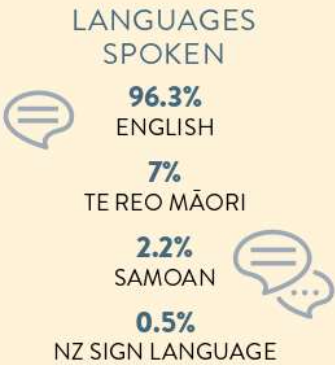
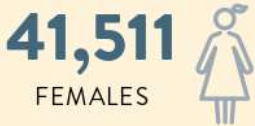
This vision is based on our mission of 'Working for our people and our place, today and tomorrow'. Our Council is elected to represent our ratepayers, and Council staff work to deliver strategies and objectives set on that basis.

To ensure we stay connected with our community we need a community engagement framework that sets out clear standards and effective methods for both how Council (elected members and staff) communicates with our community, and how our community can communicate with Council, particularly in relation to decision-making.

To be successful, community engagement requires fair opportunities for two-way communication. Our partners and community members should have the chance to ask questions, get the information they need, share their aspirations, have their views heard, and provide their constructive feedback. It also relies on Council to genuinely listen to the voice of the community and to let them know how their feedback was considered and what impact it had.

The community we serve

Hastings District is characterised by rich diversity across ethnicity, language, migration status, demographic profiles, and different use of media.



Strategic context

Community engagement may be required as part of a range of active strategies within Hastings District Council. The overarching strategy for Council is the **Long Term Plan 2021-2031 (LTP)** and subsequent Annual Plans. The Council's **Significance and Engagement Policy** is outlined in the LTP.

This Community Engagement Framework is designed to provide additional advice, support and guidelines to meet the requirements set out in the Significance and Engagement Policy.

The level of community engagement needs to be appropriate to the significance of the decision (i.e. the higher the significance of

the decision, the greater the requirement for community engagement).

At the time of writing, the Council had developed a range of strategies to support the delivery of key outcomes set out in the Long Term Plan including:

- District Development Strategic Overview
- Eco District Strategic Overview
- Great Communities Strategic Overview (which includes the Multicultural Strategy, Youth Strategy and Positive Ageing Strategy)
- Waste Education and Engagement Strategy (in the drafting stage)

Other relevant documents that inform how Council can engage with the community include:

- Heretaunga Ararau – Te Reo Māori Action Plan
- Heretaunga Ringahora Framework – Māori Community Engagement Framework
- Community Plan Kete – A Guide to Developing Community Plans





Legal context

The role of Council is to lead and represent our community. Council must engage with the community, encourage community participation in decision-making and enable people to ‘have a say’.

This Community Engagement Framework acknowledges that certain projects are subject to legal regulations that dictate a minimum level of consultation. In these circumstances Council must fully comply with the relevant provision of the legislation.

Public participation is required in a number of Acts, for example the Local Government Act 2002, Land Transport Act 1993, Resource Management Act 1991, and New Zealand Public Health and Disabilities Act 2000. It also stems from other obligations such as those set out in Te Tiriti of Waitangi/the Treaty of Waitangi.

The management and release of information gathered during a consultation is subject to the Privacy Act 2020 and the Local Government Official Information and Meetings Act 1987.

LOCAL GOVERNMENT ACT (LGA) 2002

Section 10(1) provides that the **purpose of local government** is to:

- enable democratic local decision-making and action by, and on behalf of, communities;
- promote the social, economic, environmental, and cultural wellbeing of communities in the present and for the future.

Section 14 details the **principles of local government**:

- openness and transparency
- democratic accountability
- implementing desired outcomes effectively and efficiently
- being aware of community views
- taking the long-term view
- recognising diversity
- providing Māori with opportunities to contribute to decision-making
- working collaboratively with other authorities
- using sound business practice in commercial undertakings
- being a prudent steward of assets
- taking a sustainable approach.

Section 76AA requires Councils to adopt a **Significance and Engagement Policy** with the purpose of:

- determining the degree of significance of matters on which it makes decisions (and the threshold for community engagement);
- broadly guide the engagement approach and decision-making to be undertaken, relative to the significance of the issue.

Section 82 details the **principles** of consultation, e.g.

- providing people with reasonable access to relevant information (about the purpose of the consultation, explanatory material relating to the decisions, scope of decisions to be taken) in an appropriate manner and format;
- encouraging people to present their views to Council and providing them with a reasonable opportunity to do so.

Section 83 details the **special consultative procedure** that Council may have to use or adopt as a requirement under the LGA or other enactments.



Core values for community engagement

Council abides by the **International Association for Public Participation (IAP2) Core Values** as the underlying principles for community engagement.

Community engagement:

- is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process;
- includes the promise that the public’s contribution will influence the decision;
- promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision-makers;
- seeks out and facilitates the involvement of those potentially affected by or interested in a decision;
- seeks input from participants in designing how they participate;
- provides participants with the information they need to participate in a meaningful way;
- communicates to participants how their input affected the decision.



Guiding principles for community engagement

A set of principles underpin all community engagement activities that Council undertakes.

- **Access to decision-making:** Council designs processes that will give participants the opportunity to influence decisions.
- **Transparency and accountability:** Council designs engagement processes so community members understand their role, the level of engagement, and the outcome of the process.
- **Coordinated approach:** Council coordinates community engagement activities to use community and council resources (such as staff time and budget) effectively.
- **Early involvement:** Council involves community members as early as possible in the decision-making process so they have time to learn about the issue and actively participate. If possible, planning the engagement approach alongside the planning of the policy, project or activity.
- **Open and timely communication:** Council provides information and data that is timely, accurate, objective, easily understood, accessible, and balanced.
- **Inclusivity:** Council designs engagement processes that give all community members a reasonable opportunity to contribute. Council builds relationships with the community by using a range of activities to engage diverse participants. Council needs to recognise principles associated with Māori (refer to next section for details).
- **Evaluation and continuous improvement:** Council evaluates engagement activities to ensure engagement processes are effective.



Guiding principles for engagement with Māori

Te Tiriti o Waitangi is the basis that forms the overall strategic relationship between Māori² and the Crown. Te Tiriti o Waitangi, and in particular, its principles, play a central role in shaping the engagement between Māori and Council. For example, it's the principles of the Treaty of Waitangi which form the primary basis for Māori involvement with local government. To give effect to Te Tiriti, the courts, government, the Waitangi Tribunal, and many organisations have all developed principles or implicit requirements on both parties.

For Māori, the process of genuine engagement needs to acknowledge:

- their rangatiratanga and status as Tiriti/Treaty partners;
- that mātauranga Māori makes an important contribution to solving policy and practical issues;
- that Māori are themselves bound by a number of constraints and/or commitments and so have limited resources and capacity to contribute at others' request;
- that some issues affect Māori disproportionately and Māori are therefore better placed to lead and develop the solutions.

Although Te Tiriti is between Māori and the Crown, the Crown has made certain requirements of local government in order to meet its Tiriti/Treaty obligations. Consequently, Councils operate under a number of statutory regimes that require them to either 'consult' or 'engage' with Māori

or tangata whenua, and/or to provide opportunities for participation in some capacity. Underpinning all terms is the assumption that dialogue should be occurring to understand and include the values, aspirations and interests of Māori. Several pieces of legislation direct central and local government agencies to "take into account" or "have regard to" the principles of the Treaty of Waitangi, including but not limited to the:

- Local Government Act 2002
- Resource Management Act 1991
- Land Transport Management Act 2003
- Bio-Security Act 1993
- Soil Conservation and Rivers Control Act 1941

Requirements and obligations to engage and consult with specific Māori entities in the Heretaunga region of Ngāti Kahungunu have also been provided for in their respective settlement legislation. The following Treaty settlement legislation relates to Heretaunga and the Hastings District:

- Heretaunga Tamatea Claims Settlement Act 2018
- Maungaharuru Tangitū Claims Settlement Act 2014
- Hineuru Claims Settlement Act 2016
- Ngāti Pāhauwera Claims Settlement Act 2014
- Māori Fisheries Act 2004

² The term Māori is used here and refers to tangata whenua and/or mana whenua that within the context of Heretaunga means those hapū who 'whakapapa' to the land (within and/or across Heretaunga). In terms of mana whenua, there are also a number of groups and entities that include: iwi, hapū, marae, taiwhenua and post-settlement governance entities (PSGEs).

Not all Māori engagement is driven by statute. Māori have a wealth of knowledge about the cultural, natural, physical and social environment and are key players in regional economic development. There will be many occasions where input from Māori will inform and enrich the work of Council. Aside from the Te Tiriti and a legislative context, there are compelling reasons for local government and Māori to work together. If engagement with Māori isn't early, inclusive or broad, there may be reduced opportunities to develop meaningful future relationships and the development and implementation of effective policy options may be compromised.

While Council has recently developed an internal engagement tool for staff and officers of Council titled Heretaunga Ringahora³, Te Arawhiti has also created a framework and guidance for public sector engagement with Māori. It has identified six partnership principles to support meaningful engagement:

- make time for whakawhanaungatanga (build relationships before focusing on the work);
- plan together from the start;
- value and respect each party's contribution, knowledge, and tikanga;
- ensure outcomes are meaningful to all parties;
- be open and flexible and accept risk;
- agree each may lead at different times (tuakana/teina);
- share decision-making.

Hastings District Council has come a long way in delivering on its Tiriti/ Treaty obligations and growing its partnership relationships with Māori, but the journey is far from over. This is because the landscape of partnership relationships between local government and Māori across Aotearoa New Zealand and within Heretaunga is continually evolving. This evolution produces some issues and challenges. Nonetheless, it remains paramount to maintain and foster both established and new networks and relationships with Māori across Heretaunga. These partnership relationships will open multiple doors of opportunities for testing and discussing ideas and initiatives as part of the normal work routine as 'business as usual'. See the Heretaunga Ringahora Framework for more information.



³ Heretaunga Ringahora is a phrase that acknowledges the hospitality (manaakitanga) that Heretaunga is renowned for. Heretaunga Ringahora is also the name of the engagement framework that assists Council staff to connect with and engage its Māori partners, and in doing so, frame up the specific approach required in order to develop and then progress the partnership relationship.

The community engagement process

Community engagement must follow a consistent and transparent process that lets community members understand how and why a decision is made. The best way to do this is to integrate community engagement as early as possible into the decision-making process.

Each step in the decision-making process is an opportunity to work with the community to build trust. Council can lose the trust of the community by failing to involve them until alternatives have been developed, or worse, a preferred alternative has been chosen.

KEY STEPS IN THE COMMUNITY ENGAGEMENT PROCESS⁴

1. Define the project/context
2. Define the purpose and identify negotiables and non-negotiables
3. Define level of participation by community
4. Identify and develop relationships
5. Define project requirements
6. Develop engagement plan and get approval⁵
7. Roll out an engagement plan
8. Give feedback to the community
9. Evaluate and review the engagement process
10. Ensure ongoing monitoring
11. Document evidence (record-keeping for requests under the Local Government Official Information and Meetings Act 1987).

COMMUNITY ENGAGEMENT DESIGN FACTORS

Identifying **Context**

Defining the project **Scope**

Identifying the key **People** to be engaged with

Setting the engagement **Purpose**

SPECIFYING
THE IAP2
SPECTRUM
LEVELS

COMMUNITY
ENGAGEMENT
PLAN

Source: IAP2 Australasia

(Source: IAP2 Australasia)

⁴ For details on these steps see APPENDIX B: Step-by-step Action Plan to Community Engagement

⁵ The approving person varies depending on what 'area' of Council the engagement is for.

Levels of community engagement

HDC's Community Engagement Framework is based on the IAP2's Spectrum of Public Participation. The spectrum is used internationally, and is found in community engagement plans around the world. It defines five reasons why you may want or have to engage: inform, consult, involve, collaborate, and empower.

Each level differs in terms of the level of influence people have - both on shaping the definition of a problem or opportunity, and on making decisions about the best solutions to problems. No one level of the spectrum fits all questions. Informing (and listening), however, are part of all engagement activities.



Just because a person is silent, it doesn't mean they agree with you.

IAP2 SPECTRUM OF PUBLIC PARTICIPATION

INCREASING IMPACT OF THE DECISION					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

IAP2 Spectrum of Public Participation © IAP2 International Federation 2018

Inclusiveness: Overcoming barriers to engagement

When planning an engagement process, the project team needs to identify potential barriers and design a process that helps to minimise these barriers and reach all members of the community.

Note: Some engagement tools are better suited to overcome barriers than others.

PERSONAL RESOURCES	MOTIVATION AND ATTITUDE	CULTURAL FACTORS
<ul style="list-style-type: none">Limited education and capacityLimited moneyPhysical and mental health issuesLimited mobilityGeographic isolation (e.g. rural isolation)Disability and sensory impairmentsLimited confidenceLimited social networksHistorically hard to engage (elderly people, vulnerable people etc.).Limited timeDigital deprivation (skills/access)	<ul style="list-style-type: none">Limited knowledge of benefits of engagementLimited knowledge of engagement activitiesLimited interest in the subjectLimited understanding of the subject or gaps in informationConsultation 'fatigue'Unmet expectations	<ul style="list-style-type: none">Minority groupsValues and beliefsCommunity divisionsLanguage, literacy or numeracy limitations (lack of knowledge and understanding)

Strategies to mitigate these barriers and improve stakeholder response may include:

- tapping into existing community networks (e.g. leaders in the community - solutions to complex issues work better if the community designs them for the community)
- targeted and clear messaging
- using a wide range of engagement tools
- written communications
- outreach activities
- use of translators (consider NZ Sign Language, Samoan, Chinese/Mandarin, Hindi, Punjabi)
- location and accessibility of the venue and/or use of multiple venues (e.g. going out to the community rather than requiring them to travel to a central location).

Roles and responsibilities in the community engagement process

These are best-practice guidelines designed to ensure that Council maintains high standards of community engagement. Whenever a team identifies a **significant community interest** or a **significant risk** related to a project, this triggers the involvement of the Communications, Engagement and Marketing team. The team will assist with developing a robust engagement plan and communication material as well as the roll-out of engagement activities.



COMMUNICATIONS, ENGAGEMENT AND MARKETING GROUP

The Communications, Engagement & Marketing team supports community engagement processes for teams across Council. Within Council, each group or team will have a Marketing and Engagement Advisor allocated to their team. The advisor will:

- participate in initial project planning meetings to help determine the level of engagement required;
- work with the project lead and staff to develop an appropriate community engagement plan as part of the complete project marketing and communications plan;
- where relevant, support project leads to ensure that a 'Request for Proposals' includes effective community engagement activities (including appropriate budget);
- work with project leads to ensure that the community engagement activities are effectively monitored, recorded, coordinated, and evaluated;
- ensure councillors are briefed ahead of any high profile/ significant community engagement activities, and
- evaluate and update the Community Engagement Framework based on project evaluations, community feedback, councillor, officer or contractor feedback and emerging practices required;

COUNCIL STAFF

Staff are responsible for the design and implementation of community engagement processes and will:

- invite their team's Marketing and Engagement Advisor to the initial project assessment meeting to discuss community engagement needs for that project;
- notify the team's Marketing and Engagement Advisor of any planned community engagement activities including but not limited to market research, surveys, community meetings, open days;
- work with the team's Marketing and Engagement Advisor to develop a community engagement plan within the full project marketing and communications plan;
- work with the Pou Ahurea Team to identify potential cultural issues and opportunities and ensure cultural awareness and responsiveness;
- include adequate budget to enable appropriate community engagement, including the associated costs (marketing material, advertising, signage, event costs, and specialist support as required e.g. photography, market research);

OUR COMMUNITY

Community members are asked to:

- ensure community engagement plans are included in project plans, business cases, and request for proposals/tenders, to ensure adequate timelines and resources for community engagement;
- ensure that community engagement activities comply with the Community Engagement Framework;
- ensure consultants or external organisations undertaking community engagement activities on behalf of council work with the Communications, Engagement and Marketing team throughout the project to comply with Community Engagement Framework;
- ensure the project report accurately reflects stakeholder feedback;
- support the Communications, Engagement and Marketing team to evaluate community engagement through project evaluation processes and constructive feedback.
- focus on the decision to be made or the question to be answered;
- recognise that Council must consider the needs of the whole community;
- request alternative ways of participating if required;
- listen, to understand the views of others;
- provide input and feedback within project timelines;
- encourage others to offer feedback.

ELECTED REPRESENTATIVES

As community leaders, the support of councillors is important for successful community engagement. Councillors will:

- support community engagement processes as appropriate (e.g. attending community meetings);
- review information gathered through community engagement processes to inform Council decisions;
- act as a channel between the community and Council (e.g. using the Councillor 'Information Request' email to direct feedback or questions from the community to Council officers).

From the Council's Code of Conduct 2017:

- interact with members of the public in a fair, respectful, equitable and honest manner;
- ensure that the views presented to Council are received with an open mind and given due consideration.

APPENDIX A

Glossary of terms

Barriers – A barrier is anything that keeps an individual or group from participating fully in society. A barrier can be visible, invisible, environmental, physical, economic, social or political. Barriers prevent full communication, working together, progress or achievement. Visible barriers include buildings with steps but no ramp, heavy doors that do not open at the touch of a button or bathroom stalls that are too narrow. Invisible barriers may include high level or confusing information, which leaves the participant feeling stupid and intimidated. Sometimes the type of venue is a barrier. Some people may feel very uncomfortable attending a meeting in a church, mosque, synagogue, etc.

Collaborate – A level of engagement that requires working with community members by facilitating discussions between community members/groups and the Council, identifying common ground for action and solutions.

Community – A group of people with shared interests or values or who share an environment. This term may refer to external members of the public or Council staff.

Community engagement – The process of engaging individuals and groups from the community to participate in policy design and development through providing information, asking for feedback and reaction, involving people, collaboration, and empowering decision-making and action.

Consult – A level of engagement that requires gathering information for analysis of alternatives and/or decisions.

Consultation – An alternative term used to describe the action of inviting community input into a formal Council decision-making process (see also Public Participation and Community Engagement).

Corporate communication – The strategic management of relationships between Council and its diverse stakeholders, through ongoing, direct and timely two-way communication, to achieve mutual understanding, realise organisational goals, and serve the public interest.

Customer service – Addressing and resolving service requests, inquiries, problems or transactions with established procedures and pre-identified outcomes. Customer service interactions between Council staff and the community are not ‘engagement’.

Empower – A level of engagement that requires a partnership between Council staff and community members/groups to create a supportive environment where decision-making power belongs to those community members/groups.

Engagement – The overarching process of involving the community in decision-making processes.

Engagement fatigue – Lack of community interest in engagement activities caused by over-engagement due to lack of coordination by Council departments and/or a perceived lack of results from past engagements.

Internal community – Internal community can include Council staff and elected Council representatives. Their involvement is essential because the decision may impact their department, their knowledge or expertise may be critical to the project, or their sphere of influence may help move the process forward.

Legal framework – In performing its role, Council is subject to public law. Council decisions can be subject to judicial review by the High Court and/or inquiry by bodies such as the Ombudsman and the Auditor-General. Councils are required to act in accordance with the law reasonably and fairly.

Outreach – Providing services, information or opportunities to participate in decision-making to communities that may not otherwise be able to access those services, information, or participate in decision-making processes.

Plain language – Clear, concise, and jargon-free communication designed so the audience can understand the message.

Pre-Engagement – Action of inviting community input into the early stages of a project to shape design and/or outcomes of a project.

Promise to the community – The commitment undertaken by Council when engaging the community. This promise varies depending on the level of engagement. Regardless of the level of engagement, Council staff need to follow up with participants to tell them how their input was used to help make the final decision.

Public – Individuals or groups of people. This term may be used interchangeably with ‘community’.

Public participation – alternative term used to describe the action of inviting community input into decision-making (see also Consultation and Community engagement).

Risk tolerance – The level of risk Council is willing to accept in pursuit of its objectives. It can be measured qualitatively with categories such as major, moderate or minor. The level of risk acceptance is directly related to the nature and scope of the project or work.

Spectrum of engagement – The International Association for Public Participation (IAP2) Spectrum of Engagement is designed to assist with determining the level of engagement that is required depending on the community’s or stakeholder’s role.

Note: For more information about the International Association for Public Participation, see www.IAP2.org.

Stakeholders – Identified or self-identified individuals or groups that may be affected by the outcome of a decision.

Transparency – Material used in consultation processes should clearly state the issue, the decision being considered and the stage the decision is at. Decisions should be appropriately documented and information about the reasons for decisions made included in the decision document.

Values – Underlying ethical or moral guidelines that shape people’s choices and opinions and guide their behaviours or actions.

Vulnerable communities – Individuals and groups who face barriers accessing the resources they need, which can negatively affect their health or wellbeing. Vulnerable populations include economically disadvantaged individuals, ethnic minorities, children, seniors, the homeless, those with chronic health conditions or mental illness.



APPENDIX B

Step-by-step action plan to community engagement

The following ten steps and questions help form a roadmap for community engagement:

- STEP 1 DEFINE PROJECT AND CONTEXT**
- What is the overall project goal?
 - Which department is responsible for this project?
 - What are the project timelines?
 - Are there legislated requirements to engage the community in this project?
 - What point of the decision-making process is this project at?
 - What is the purpose of engaging with the community?
 - What decision is being made?
 - Who are the decision-makers?
 - Who are the groups of people affected? *(Step 4 examines this further)*
 - What are the risks in involving the community? What are the mitigations?
 - What are the risks of excluding the community?
 - What are the community engagement goals?
 - How will the community input be considered?
 - What information will the decision-makers need to make the decision?
 - What is the overall project budget? How much is allocated to community engagement and communications?
- STEP 2 DEFINE PURPOSE AND IDENTIFY NEGOTIABLES AND NON-NEGOTIABLES**
- Provide comprehensive background information to clearly position the engagement in the overall project framework.
 - Communicate elements that cannot be influenced by stakeholders (non-negotiables).
 - Understand everything that may influence the project outcome (both positively and negatively).

- STEP 3 DEFINE LEVEL OF PARTICIPATION**
- Choose the appropriate level of participation (inform, consult, involve, collaborate, and empower) based on the following criteria.
- What is the level of community interest to participate in this decision-making process?
 - How complex is this issue?
 - How many people will this decision affect?
 - How much impact can they have on the decision?
- This also helps to be clear about most appropriate engagement methods. An issue that will impact a large number of people, that is highly complex, and relevant to a large number of people, may require a higher level of engagement (moving from consult to involve, or from involve to collaborate). Impact can include change, disruption, cost or other tangible or intangible significant changes.
- A project that does not have significant impact on the community, may require a lower level of engagement.

- STEP 4 IDENTIFY AND DEVELOP RELATIONSHIPS**
- Why is the project important for them?
 - How interested will they be in the project?
 - What information do they need?
 - What's the level of awareness and knowledge?
 - What's the impact on their everyday life?
 - Are they directly involved and/or affected?
 - What are their feelings likely to be regarding the project (in favour, distressed, outraged)?
 - What are their interests, values and needs?
 - What community issues or historical factors will impact this project?
 - Identify leaders in the community who could assist the process.
 - Identify current or previous community engagement activities around this issue (or related issues) that may have impacted the identified community groups.
 - What factors will influence the engagement process from the community's perspective (barriers, etc.)?

- STEP 5 DEFINE PROJECT REQUIREMENTS**
- Define requirements that will influence the design of the engagement plan and the delivery of the project outcomes.
 - Consider factors such as timeliness, legislation, managing reputational risk, specialist expertise, or resource constraints.
- STEP 6 DEVELOP ENGAGEMENT PLAN AND GET APPROVAL**
- Plan a schedule of all communications and community engagement activities, allowing adequate time to build relationships and understanding (especially with iwi who may have limited capacity to participate). Note the timeframe from planning consultation through to getting the public to contribute via online or face-to-face methods can take approximately 6 to 12 weeks depending on the complexity, phases, and scale of the consultation.
 - What information do the decision-makers need? How will this be reported?
 - Plot the points of engagement across the level of engagement and decision-making steps.
 - List all stakeholders, the level of engagement and corresponding activities.
 - How will hard-to-reach groups be included in this project?
 - Develop an estimate budget for the engagement process.
 - Define roles and responsibilities *(see Roles and responsibilities in the community engagement process, page 14)*.
 - Create a data management strategy outlining how information will be stored and shared.
 - Evaluate this engagement plan against the *Guiding principles for community engagement*.
- STEP 7 ROLL OUT ENGAGEMENT PLAN**
- Secure all necessary resources.
 - Adhere to proper timeframes and budget.
 - Comply with legal and regulatory requirements.
 - Adapt to new information and circumstances.
 - Continually encourage feedback from community and use it to improve engagement process.
 - Record information (feedback, comments, etc.).
 - Provide data gathered from community engagement process to the decision-makers.



- STEP 8 GIVE FEEDBACK TO THE COMMUNITY**
- All participants receive feedback as a part of the engagement process.
 - If there is a report to council, include a section that clearly states how the community input was used or why it was not used to make a decision.
 - Follow up with process participants who asked to be kept informed and share this information with them.
 - Show the community what Council has been doing.
 - Share this information on Council website/ Facebook etc.
- STEP 9 EVALUATE AND REVIEW THE ENGAGEMENT PROCESS**
- Evaluate the community engagement process and its effects continually against the *Guiding principles for community engagement*.
 - Evaluate if the community engagement achieved its purposes and how effective it was.
 - Evaluate satisfaction levels amongst all stakeholders from power brokers to minority groups.
 - Act on the lessons learned.

- STEP 10 ENSURE ONGOING MONITORING**
- Council must ensure ongoing monitoring, measuring, and reporting of the community engagement process. Regular monitoring ensures that community engagement is effective and provides the support needed for a specific project. Council should also provide platforms that the community can use when a 'problem' is top of mind for them.



