
THE COMMUNITY OUTCOMES DEVELOPMENT PROCESS

1. Purpose of Report

To present feedback received on the community outcomes development process proposal, and to seek approval on the amended process including a more detailed consultation plan.

2. Executive Summary

The paper sets out a summary of the feedback received on the proposed community outcomes process. Over 190 organisations and groups have been contacted and given a copy of the proposed community outcomes process, and 64 communicated their opinion of the process either by phone, discussions or in writing.

A range of comments were received. The responses range from general agreement and support to suggestions for specific changes, and strong concern about the proposed (short) timeframe. The paper summarises and responds to the received comments, and recommends several changes to the community outcomes process.

3. Recommendations

It is recommended that the Committee:

- 1. Receive the information.*
- 2. Note the feedback received on the proposed community outcomes development process.*
- 3. Agrees the recommended changes to the community outcomes development process as set out in Table 1 in Section 5 of the report.*

4. Background

Section 91 of the Local Government Act requires that all local authorities must “*carry out a process to identify community outcomes for the intermediate and long-term future of its district or region*”. A description of the outcomes is to be included in the LTCCP, which every local authority must adopt under section 93 of the Local Government Act 2002. The process to identify community outcomes must be carried out by all local authorities “*not less than once every 6 years*”.

Section 91(3) of the Local Government Act 2002 requires that:

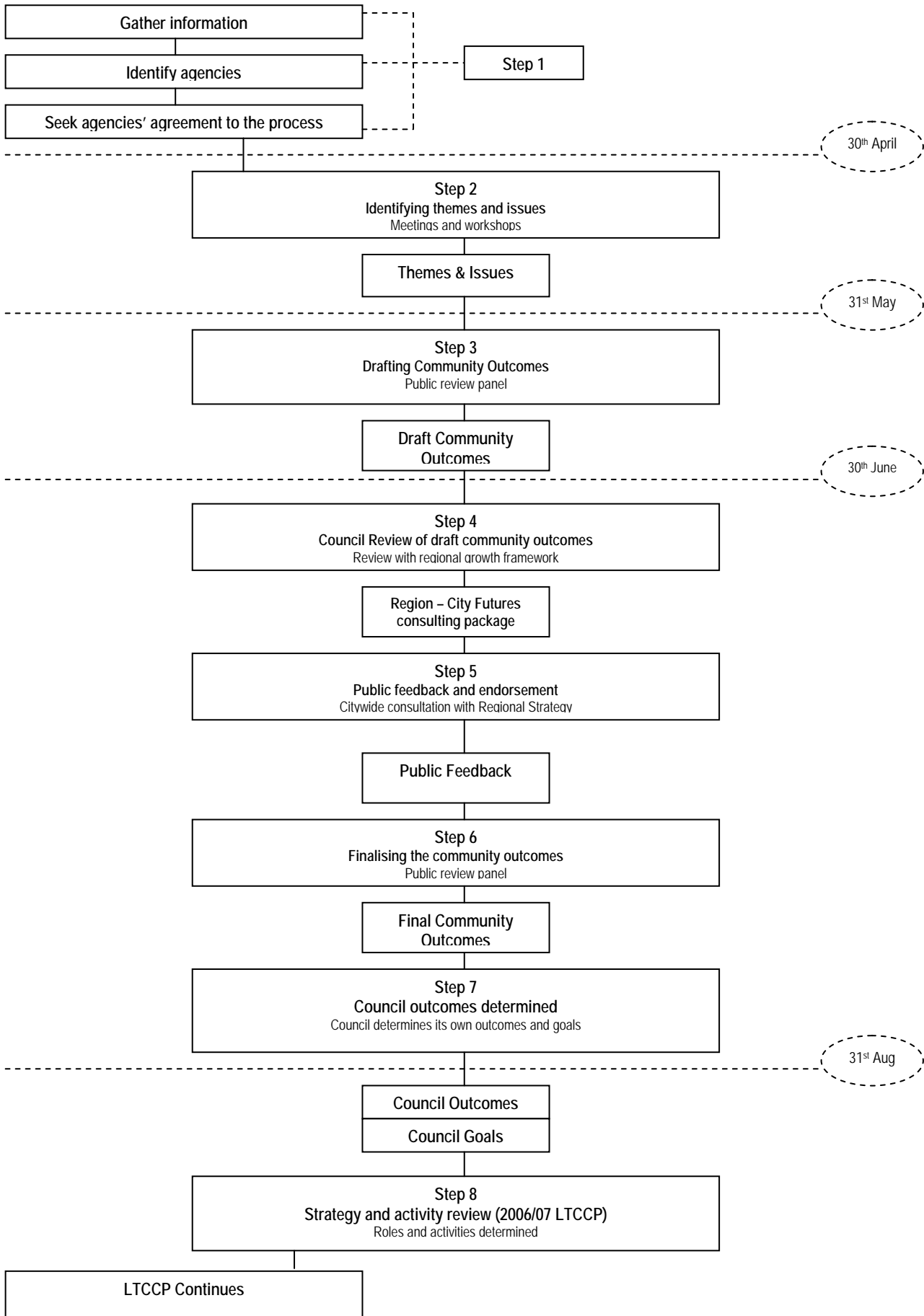
- “(3) *A local authority may decide for itself the process that it is to use to facilitate the identification of community outcomes under subsection (1), but the local authority –*
- (a) must, before finally deciding on that process, take steps –*
 - (i) to identify, so far as practicable, other organisations and groups capable of influencing either the identification or the promotion of community outcomes; and*
 - (ii) to secure, if practicable, the agreement of those organisations and groups to the process and to the relationship of the process to any existing and related plans; and*
 - (b) must ensure that the process encourages the public to contribute to the identification of community outcomes”*

In complying with the above requirements the Council has undertaken the following tasks:

1. Designed a community outcomes development process based around the above legislative requirements, emerging good practice, available resources, and in keeping with the significance of the output (refer to **Figure 1** on the next page).
2. Considered and amended the proposed process at the Strategy and Policy Committee meeting of 21 April 2005.
3. Identified 190 organisations and groups capable of influencing either the identification or promotion of community outcomes (as listed in Appendix 1).
4. Distributed the amended process proposal to the identified organisations and groups for consideration.

The remainder of the report presents a summary of the views expressed on the proposed process, and suggests possible amendments to the process.

Figure 1 – The community outcome development process sent to organisations and groups for comment



5. Discussion

Of the 190 organisations and groups that received a copy of the proposed community outcomes process, 64 communicated their opinion of the process either by phone, discussions or in writing. Appendix 2 provides a summary of the views expressed on the proposed process, with the original written feedback included in Appendix 3.

Section 91(3) (ii) of the Local Government Act 2002 requires that the Council secures “... *if practicable, the agreement of those organisations and groups to the process...*”. Based on the views expressed by some of the identified organisations and groups, there is no agreement to all parts of the proposed process. The Council therefore has to consider whether it should amend the proposed process to obtain that agreement.

Table 1 – Summary of comments received and recommended response

THE OVERALL EIGHT-STEP PROCESS		
Topic	Suggested change	Recommended response
Timeframe and scope	The timeframe should be extended and made more flexible, and a much broader and more participative process is required	<p>Extending the timeframe for the community outcomes development process will allow more time for community consultation, thereby possible providing greater opportunity for residents and businesses to discuss the present and future social, economic, environmental and cultural well-being of the community.</p> <p>However, extending the completion date for the community outcomes beyond August has a number of significant disadvantages:</p> <ul style="list-style-type: none"> ○ The Council is required to consider the final community outcomes in the preparation of the 2006-8 LTCCP – extending the completion date beyond August will remove the ability to incorporate the outcomes in the Council’s priority setting, activity reviews and budget planning. ○ The Council is also required to (re)engage with various agencies to explore opportunities for coordinating and optimising how services can be delivered to realise the community outcomes – this again will not be possible if the completion date is extended beyond August. <p><i>Officers recommend retaining the original timeframe as a practical and achievable solution, but that the feasibility and effectiveness of, and the support for, a more extensive community outcomes process be considered as part of the Consultation Review project.</i></p> <p>Such an expanded process could have the following characteristics:</p> <ul style="list-style-type: none"> • It would extend over a sufficient length of time to allow wider participation • It would use innovative methods such as open space technology that would allow a future-orientated conversation with thousands of participating residents and businesses • The process would be overseen by an independent steering group • The process could lead to the formulation of new community outcomes for 2007/08 or subsequent years.

STEP 1 – APRIL: PREPARATION		
STEP 2 – MAY AND JUNE: IDENTIFICATION OF ISSUES AND THEMES		
What was proposed	Suggested changes	Recommended response
<p>The aim of this step is to identify the issues facing the City looking into the future, and the general themes that should inform consideration of a desired future. This will be done through:</p> <ol style="list-style-type: none"> 1. Engaging with around 76 central government, iwi and urban service delivery agencies (<i>note that this task has already been halfway completed</i>) 2. Holding four workshops with a randomly selected and representative group of residents 	<p>The identification of issues and themes should be undertaken by a larger range of groups, organisations and residents</p>	<p><i>In order to ensure that the range of issues and themes is comprehensive, Officers recommend an additional components to this process step:</i></p> <ul style="list-style-type: none"> • <i>Preparing a summary of the overarching issues and themes identified in resident surveys and public consultation exercises held over the last two years (including Annual Plan, District Plan and special consultative processes)</i>
	<p>The Council should not meet with central government, iwi and urban service delivery agencies</p>	<p>Section 92(2) (d) of the Act directs the Council to better coordinate and apply community resources – this series of meetings is essential in fulfilling this requirement for engagement.</p> <p><i>Officers recommend retaining the series of meetings with agencies as a valuable and practical step of engagement.</i></p>

STEP 3 – JUNE: DRAFTING THE COMMUNITY OUTCOMES

What was proposed	Suggested changes	Recommended response
<p>The aim of this step is to develop draft community outcomes using a public review panel to work with the results from Step 2. This panel will be a representative cross-section of residents that have been randomly selected by a market research firm</p>	<p>Do not use a panel to draft community outcomes as the randomly selected representatives will not add value to the drafting of the community outcomes.</p>	<p>There were four underlying reasons for the proposal to use a randomly-selected panel of residents to formulate the draft community outcomes:</p> <ul style="list-style-type: none"> • To mitigate the risk that Council Officers will gain undue influence over the formulation of the community outcomes • To mitigate the risk that any one agency, community group or interest group ‘captures’ the community outcomes process • To ensure that a broad representative group of Wellingtonians assist in formulating the community outcomes. • To ensure that the community outcomes are written in simple and common-used language <p><i>Officers recommend retaining the panel as a practical and effective method of obtaining views from a cross-section of residents</i></p>
	<p>In addition to the randomly-selected residents, use representatives from various residents, ratepayer and other local groups to formulate the draft outcomes</p>	<p>Using representatives from various resident and interest organisations to formulate the community outcomes has several advantages, for example such persons often have a very good understanding of local and citywide issues, and have some form of mandate to express views on the future of the City.</p> <p><i>Officers recommend changing the composition of the panel as follows:</i></p> <ul style="list-style-type: none"> • <i>12 randomly selected residents who represent a cross-section of the City’s population</i> • <i>8 representatives from community groups.</i> <p><i>The community group representatives will be selected as follows:</i></p> <ul style="list-style-type: none"> • <i>All the groups listed in Appendix 1 will be asked whether they wish to nominate a participant</i> • <i>The panel members will be randomly selected from the nominated list i.e. an independent community leader will be asked to “draw names from a hat”</i>

STEP 4: COUNCIL REVIEW OF THE DRAFT COMMUNITY OUTCOMES		
What was proposed	Suggested changes	Recommended response
The draft community outcomes will be presented to the Council's Strategy and Policy Committee on 7 July for comment	The Council should not amend the draft community outcomes.	If the Committee amends the draft community outcomes it will blur the separation between community and Council outcomes. <i>Officers recommend that the Committee does not amend the draft community outcomes prior to consultation, but that possibly commentary from the Committee included as an appendix to the draft community outcomes</i>

STEP 5 – JULY: PUBLIC FEEDBACK AND ENDORSEMENT		
What was proposed	Suggested changes	Recommended response
In July and early August all residents, businesses and groups in the city will be given the opportunity to provide feedback on the draft community outcomes - and the other elements of the consultation package set out above.	The consultation step should be extensive and thorough	The consultation and communication plan for this step in the process is attached in Appendix 5.

STEP 6 – AUGUST: FINALISING THE OUTCOMES		
What was proposed	Suggested changes	Recommended response
<p>The feedback received in Step 5 will be presented (by an independent analyst) to the public review panel, who will be asked to compose the final set of community outcomes on the basis of the feedback and endorsement received. The finalised outcomes will be included (unaltered) in the Council's 2006/07 LTCCP.</p>	<p>A different facilitator should guide the formulation of the final outcomes (rather than the person who facilitated the formulation of the draft outcomes).</p>	<p>This proposal will strengthen the independence and robustness of the process, and will not add to the project's costs.</p> <p><i>Officers recommend accepting the proposed change to the process.</i></p>

STEP 7 – AUGUST: COUNCIL AND OTHER ORGANISATION CONSIDER OUTCOMES

What was proposed	Suggested changes	Recommended response
<p>The Council will be asked to note and acknowledge the final set of community outcomes. Council will then be asked to consider each of the community outcomes in turn, and whether:</p> <ul style="list-style-type: none"> a) Council agrees to adopt it as a Council outcome, or b) Council agrees to adopt it as a Council outcome with amendments, or c) Council does not agree to the outcome. <p>Council may then also add additional outcomes based on the results of the engagement process. The result of this review will be included in the 2006/07 LTCCP as the 'Council outcomes'.</p>	<p>The Council should adopt the community outcomes as its own i.e. there should be no difference between community and council outcomes</p>	<p>There are a number of reasons why the Council may wish to amend, omit or supplement community outcomes:</p> <ul style="list-style-type: none"> • Community outcomes apply to the City as a whole and the all agencies working within the City • The Council has particular legal obligations and constraints that the public may not be aware of • Councillors bring a particular understanding of the desired long-term outcomes of the communities that they represent <p><i>Officers recommend retaining the original proposal as it maintains a clear distinction and balance between 'city' and 'council', and between local representative democracy and participation in local decision-making.</i></p>

STEP 8 – SEPTEMBER & OCTOBER: CLARIFYING ROLES

What was proposed	Suggested changes	Recommended response
The last step of the process is to determine the Council's role, and that of other agencies and stakeholder groups, in achieving both the community and Council outcomes (if there is a difference). These strategy and activity reviews will take place across the Council and will involve meetings with outside agencies and groups to agree respective roles and activities.	Of the 76 agencies approached, more than half have expressed a willingness to continue working with the Council in coordinating and optimising community resources in delivering on the community outcomes	-

6. Conclusion:

It is helpful to again note the opportunities and constraints of the community outcomes process. Three key opportunities present themselves:

- A comprehensive review of the Council's set of outcomes that will provide a fresh new strategic direction and mandate for the Council and other agencies and groups.
- Closer engagement with the agencies and stakeholder groups that play key roles in shaping the future of the city.
- Closer engagement with residents, businesses and groups in the spirit of empowerment and collaboration.

There are, however, some constraints:

- The community outcomes process is not a discussion about specific activities, projects and places. It is a discussion about the long-term future of the city in broad and general terms. Specific activities, projects and places are consulted on as part of the 2006/07 LTCCP (to which the community outcomes is an important input).
- It is impossible to hold one discussion on the future of the city among all its residents, businesses and groups. In order to obtain a representative view, a range of participation methods has to be used.
- The community outcomes process has to be completed by August in order for the strategy and activities reviews to proceed – these reviews are in turn the starting point for setting budgets for the 2006/07 LTCCP.

The proposed community outcomes process is an attempt to realise the opportunities that this legally required process offers within the set constraints. The final result should be of great value to a wide variety of agencies and groups if this process achieves its objective which is to determine the broad consensus view from a wide cross section of Wellington residents, groups and businesses, with no one group or viewpoint dominating or skewing the result.

Contact officer : Santhi Sinniah, Project Coordinator, Community Outcomes Process

Supporting Information
<p>1) Strategic Fit / Strategic Outcome</p> <p><i>The process will develop a new set of outcomes for the Council.</i></p>
<p>2) LTCCP/Annual Plan reference and long term financial impact</p> <p><i>N/A.</i></p>
<p>3) Treaty of Waitangi considerations</p> <p><i>Treaty partners form a key part of the proposed process</i></p>
<p>4) Decision-Making</p> <p><i>This decision is based on legal requirements</i></p>
<p>5) Consultation</p> <p>a) General Consultation</p> <p><i>Consultation will follow</i></p> <p>b) Consultation with Maori</p> <p><i>Consultation will follow</i></p>
<p>6) Legal Implications</p> <p><i>The legal parameters are set out in the report</i></p>
<p>7) Consistency with existing policy</p> <p>-</p>

Appendix 1: List of organisations and agencies whose agreement to the proposed process was sought

No	Association / Interest Groups
1	Newtown Residents Association Inc & Berhampore Residents Association
2	Grey Power (Central)
3	Ethnic Council
4	Wellington Regional Chamber of Commerce
5	Libraries and Information Association of N.Z Aotearoa (LIANZA)
6	Volunteer Wellington
7	Asia 2000
8	Wellington Sinfonia
9	Cycle Aware Wellington
10	Transport 2000
11	Road Transport Association
12	Institute of Directors
13	Toi Maori Aotearoa - Maori Art NZ
14	Wellington Rugby Football Union
15	Capital Soccer
16	Wellington Hockey Association
17	Netball Wellington Centre
18	Cricket Wellington
19	Wellington Softball Association
20	College Sport
21	Wellington Touch
22	Wellington Community Trust
23	Action for Environment
24	Friends of Owhiro Stream
25	Friends of Bolton Street Memorial Park Inc
26	Friends of Makara Peak Mountain Bike Park
27	Wellington Recreation Marine Fisheries Association
28	Friends of Tawa Bush Reseve
29	Friends of Wellington Town Belt
30	Friends of the Wellington Botanic Garden Inc.
31	Glenside Streamcare Group
32	Karori Wildlife Sanctuary
33	Manawa Karori Society
34	Mitchelltown Society (Waimapihi Reserve)
35	Strathmore Park Progressive & Beautifying Association
36	New Zealand Ecological Restoration Network (NZERN)
37	Oku Street
38	Otari-Wilton's Bush Trust
39	Seton Nossiter Park Working Group
40	Southern Environmental Association
41	Trelissick Park/Ngaio Gorge Working Group
42	Wellington Botanical Society ("BotSoc")
43	Wellington Natural Heritage Trust
44	Wrights Hill Fortress Restoration Society (Inc.)

45	Moa Point Waste Water Community Liason Group
46	Royal Forest and Bird Protection Society of NZ
No	Association / Interest Groups
47	New Zealand Seafood Industry Council-Hoki Fishery
48	Wellington Marine Reserve Conservation Centre Trust
49	Economic Development in Action NZ (EDANZ)
50	Service Workers Union
51	NZ Retail Association
52	ICANZ
53	NZIM Central Division
54	HRINZ
55	Alcatel
56	Ceritas NZ/ Computerland
57	Colgate Palmolive
58	Comalco NZ Ltd.
59	Datamail Ltd
60	Foodstuffs (NZ) Ltd.
61	Hirequip NZ
62	Landcorp Farming Ltd
63	PSIS
64	South Pacific Tyres NZ Ltd
65	Steel & Tube Holdings Ltd.
66	Wellington Civic Trust
67	NZ Property Council
68	Waterfront Watch Inc
69	Te Runganganui O Taranaki Whanui ki te Upoko o te Ika a Maui
70	Courtenay Place Area Progressive Association
71	Federation of Wellington Progressive Associations
72	Fonspan Residents Association
73	Flagstaff Hill Area Residents Association
74	Glenside Progressive Association Inc
75	Grenada North Residents Association
76	Grenada Village Community Association
77	Hataitai Residents Association
78	Highland Park Progressive Association Inc
79	Houghton Valley Progressive Association
80	Johnsonville Residents Association
81	Khandallah Progressive Association
82	Kilbirnie/Lyall Bay/Rongotai Progressive Association
83	Makara/Ohariu Valley Ratepayers Association
84	Miramar Maupuia Progressive Association
85	Moir St Residents Group
86	Ngaio Progressive Association
87	Northland Business & Residents Association
88	Oriental Bay Residents Association
89	Miramar Maupuia Progressive Association
90	Roseneath Residents Association
91	Seatoun & Bays Progressive Association
92	Terrace End Residents Association

93	Versailles Street Residents
94	Lyll Bay Surf and Life Saving Club Inc
95	Marenuī Lifesaving Surf Club
96	Wellington Surf Casting and Angling Club
No	Association / Interest Groups
97	Waimāpihi Trust
98	Wadestown Residents Association
99	Wellington Inner City Residents Association
100	Wilton Residents Association
101	Lyll Bay Reef Charitable Trust
102	NZ Rugby Football Union
103	Wellington Residents Coalition
104	Newlands/Paparangi Progressive Association
105	Aro Valley Community Council Inc.
106	Brooklyn Residents Association
107	Breaker Bay Mōa Point Progressive Association
108	Living Streets Aotearoa
109	Churton Park Community Association
110	NZ Ecological Restoration Network
111	Lyll Bay Reef Charitable Trust
112	Greater Kelburn Progressive Association
113	Mt Victoria Residents Association
114	Vehicle Testing NZ Ltd.
115	Colonial Motor Company Ltd

No	Agency
1	Te Puni Kokiri
2	Ministry of Transport
3	Ministry of Social Development
4	Industry & Regional Development
5	Ministry for Environment
6	Housing New Zealand
7	Ministry of Pacific Island Affairs
8	Wellington Cable Car Co. Ltd
9	Te Runanga O Toa Rangatira
10	The Wellington Tenths Trust
11	Wellington Museums Trust
12	St. James Theatre Charitable Trust
13	Westpac Stadium Trust
14	Positively Wellington Tourism
15	Positively Wellington Business
16	Wellington Waterfront Ltd.
17	Capacity Water Co.
18	DPA NZ Inc
19	Family and Community Services
20	Ministry of Youth Development
21	New Zealand Police

22	New Zealand Fire Services
23	Department of Corrections
24	Capital & Coast District Health Board
25	Wellington Council of Social Services (WELCOSS)
26	Downtown Community Ministry (DCM)
27	Citizens Advice Bureau (Central Region)
No	Agency
28	Victoria University
29	Massey University
30	WelTec
31	Principals Association
32	Sports & Recreation New Zealand
33	Department of Conservation
34	Wellington Conservation Board
35	Energy Efficiency & Conservation Authority
36	Ministry of Culture & Heritage
37	Te Papa
38	Wellington Sculpture Trust
39	Historic Places Trust
40	Creative New Zealand
41	Film NZ
42	New Zealand Film Commission
43	NZ International Arts Festival
44	New Zealand Trade and Enterprise
45	Department of Labour
46	Department of Building and Housing
47	Contact Energy
48	Genesis Energy
49	NGC Energy
50	E-Gas
51	Rockgas
52	Shell Gas
53	Siemens Energy Service
54	Nova
55	Vector
56	Meridian Energy
57	Land Transport NZ
58	N.Z Railways Corp
59	Centreport
60	Infratil
61	Transit NZ
62	Stagecoach
63	Newlands Mana Coach Service
64	Wellington International Airport Ltd
65	OnTrack
66	Toll Rail
67	Tawa Community Board
68	Ohariu-Makara Community Board
69	The Office of Ethnic Affairs

70	Ministry of Women's Affairs
71	Ministry of Tourism
72	Ministry of Education
73	Ministry of Civil Defence and Energy Management
74	Maritime Safety Authority of New Zealand
75	Wellington Zoo Trust
76	Basin Reserve Trust

Appendix 2: Summary of comments received on the proposed process

Comment	Organisation / group
General comment	
Agree with and support the process	Vector SPARC Ministry of Social Development Human Rights Commission Office of Ethnic Affairs NZ Police Housing New Zealand Stagecoach Ministry of Pacific Affairs Ministry for the Environment Wellington International Airport Wellington Sinfonia The Community Trust of Wellington WelTec Creative New Zealand Energy Efficiency & Conservation Authority Regional Public Health Wellington Tenths Trust Te Papa Transit New Zealand Telecom
The proposed timeframe set is too short, and/or the timetable needs to be more flexible in order to allow for community response	Friends of Tawa Bush Reserves Inc. Wellington Civic Trust Churton Park Community Association Action for Environment Inc.
The proposed process appears as an overly complex method for obtaining the community outcomes in accordance with requirements as set in the LGA 2002	Action for Environment Inc.
The proposed process may be in breach of the Local Government Act as the proposed process may not encourage the public to contribute to the identification of community outcomes because the draft & final community outcomes	Wellington Residents' Coalition

Comment	Organisation / group
will be decided by unelected bodies.	
Despite the timing challenge, the concept and purpose for the process is generally supported, provided democratic principles do not become subservient to the brief.	Friends of Wellington Town Belt Inc.
An unsuitable name for the process. It should be changed to something more meaningful such as 'Community Involvement in Future Plans for the City'	Trelissick Park / Ngaio Gorge Working Group
Hope that the Our City Our Future outcomes document forms an integral component of the work to be done in the 'preparation' stage of this process.	Highland Park Progressive Association Inc.
No comment on the process	Karori Wildlife Sanctuary
	Massey University
	Victoria University
	Friends of Wellington's Botanic Gardens
The proposed method for identifying issues and themes (Step 2)	
Do not follow the logic of engagement with Central Government, Tenth's Trust, Ngati Toa, iwi and urban service delivery agencies. Engagement at this stage would depend on the topic under scrutiny.	Action for Environment Inc.
Facilitator of workshops will have an undue influence on the nature of issues which these sessions raised and the way they are explored.	Friends of Tawa Bush Reserves Inc.
Proposed method in Step 2(b) could produce an unsafe result	Action for Environment Inc.
Do not accept suggestion in the proposal of holding workshops using only groups of residents randomly selected by a market research firm would be as valuable in identifying issues to be resolved.	Churton Park Community Association
Hope that the 'randomly selected' method will in fact prove to be adequately 'representative' of all interests.	Friends of Wellington's Botanic Gardens
The proposed method for formulating community outcomes (Step 3)	
Do not accept the suggestion to use randomly-selected residents for the public review panel will be valuable to formulate the draft community outcomes.	Churton Park Community Association
	Wellington Civic Trust
	Friends of Tawa Bush Reserves Inc.
Suggest involvement of representatives from organisations and/or community groups in the review panel instead of randomly-selected residents.	Highland Park Progressive Association Inc.
	Friends of Tawa Bush Reserves Inc.

Comment	Organisation / group
Since the outcomes are a political matter, they should be formulated and decided on by the people and the Council, not by a semi – judicial body	Wellington Residents' Coalition
The proposed Council review of the draft Community Outcomes (Step 4)	
The Council should not review the draft community outcomes. Having council input and modification of the conclusions at this stage would be contrary to the spirit of the process.	Friends of Tawa Bush Reserves Inc.
Endorse inclusion of regional council in Step 4 where appropriate	Action for Environment Inc.
The proposed public consultation on the draft community outcomes (Step 5)	
The widest possible cross-section of the community should be involved in the consultation	Action for Environment Inc.
	Highland Park Progressive Association Inc.
This (Step 5) may not result in the sought 'endorsement'	Friends of Tawa Bush Reserves Inc.
The consultation process should be wide-reaching particularly with regard to the various ethnic groups (i.e. migrants, refugee) that have a leading role to contribute in the development of city & community	Ministry of Social Development
	Human Rights Commission
	Office of Ethnic Affairs
Requests that a significant block of time (e.g. at least a month) is allocated for compiling community group response documents to input to the process.	Churton Park Community Association
Public meetings in every suburb should be hosted by councillors and note the wishes of the people at these meetings.	Wellington Residents' Coalition
The proposed process for the formulation of the final set of community outcomes based on consultation results (Step 6)	
Use a second analyst acting completely independent to also prepare a summary to the Public Review Panel	Friends of Tawa Bush Reserves Inc.
Community versus Council outcomes (Step 7)	
The Council should adopt the community outcomes as its own outcomes i.e. there should be no difference	Wellington Residents' Coalition

Appendix 3: Written responses received on the proposed process