

Community Wellbeing Strategy I Te Rautaki Whakamana Hapori

A place to be proud of;
where connected communities thrive
I Nāu te rourou, nāku te rourou,
ka ora ai te iwi



For the Queenstown Lakes District
| Mō Te Rohe O Whakatipu

A MESSAGE FROM THE MAYOR

HE KARERE MAI I TE MEA

“Nāu te rourou, nāku te rourou, ka ora ai te iwi.”



“With your food basket, and my food basket the people will thrive.” This is a metaphor for working together, collaboration and sharing knowledge.

The immeasurable challenges of 2020 have notably expanded the parameters for our Community Wellbeing Strategy. They have highlighted not only gaps in support or strategies but also the enormous capacity the Queenstown Lakes community has for taking care of each other. Like never before, our community groups, migrant communities, businesses, educational centres and local, regional and central government bodies have had to respond, adapt and unite to ensure we get through as best we can.

The purpose of this strategy is to move us forward toward the clearly defined goals of Vision Beyond 2050. This vision is where we want to be, how we want to live in our beautiful corner of the world in the years to come. Covid-19 impacts have certainly disrupted the path we had thought we would navigate to get there, but they have also provided us with the opportunity to reset and reflect on what's important.

QLDC is committed to demonstrating leadership and enabling the many able wellbeing contributors and facilitators to work effectively for the betterment of life in our resort towns. Collaboration will be key in ensuring our communities are as aspirational as the stunning natural environment in which they are set.

Kia kaha takata whenua.

Jim Boulton ONZM
Queenstown Lakes
District Mayor

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01

Understanding
community
wellbeing
| Kia mōhio ai
kā wawata o
te hāpori



INTRODUCTION

In 2006, Queenstown Lakes District Council (QLDC) created a social wellbeing strategy that was broad-reaching and action-driven. As the organisation has grown, many of the actions from that strategy have evolved to live within other strategies, such as economic development or housing.

QLDC is a high growth council, working hard to tackle significant challenges in the community with finite resources. Given the pace and complexity of current activity, it's appropriate to create a strategy that focuses purely on the community aspects of our work.

As a local authority QLDC delivers infrastructure that is vital to our economy, such as roads, three waters and housing infrastructure, cultural and social amenities such as events, parks, libraries, and pools. The four community wellbeings – social, economic, environmental and cultural – were reintroduced into the Local Government Act in 2019. This legislative change acknowledges that local government has a broader role in fostering liveable communities than simply delivering core services.

The Community Wellbeing Strategy 2021-2023 aims to define and guide QLDC's role in promoting community wellbeing. The strategy will define key principles, the way we work and high level actions, while helping set expectations amongst the different communities. Local government is required to work within the parameters of legislation with regard to community engagement, but the intent of this strategy is to support and enhance this process where appropriate.

UNCERTAINTY AND COVID-19

As our nation and the world grapples with the ongoing challenges and uncertainties of the COVID-19 pandemic, the Queenstown Lakes District must take stock and proactively respond to new and complex economic and social pressures. These stressors are testing our resilience and putting a spotlight on the limitations of an economy dependent on tourism, the importance of supporting community wellbeing, and our sense of who we are as a community. The unprecedented impacts of COVID-19 also offer an opportunity for us to build on the unique strengths, values and mana of our people, to help our communities and economy become more resilient.

Our recovery will focus on how we repair, rebuild and reinvigorate our economy and community, including enhancing our natural environment. A regenerative approach to recovery will be required. The Community Wellbeing Strategy 2021-2023 will focus on ensuring the basic needs of our community are met, building strong collaborative partnerships and maintaining community stability.

Our district's recovery cannot rely on one organisation or group alone and QLDC is committed to facilitating conversations which give local residents, community groups, businesses, investors and government the opportunities to collectively rebuild this district and create a truly prosperous and welcoming place.

THE ROLE OF QLDC

The purpose of local government is to improve the social, cultural, environmental and economic wellbeing of its communities, now and for future generations. Council is only one contributor amongst many in this endeavour, but it does have an important role to play. It has a broad sphere of influence and operation, able to pull a variety of levers to drive change.

QLDC is committed to working in a community-centric way, working with the entire network of actors in the district to achieve better outcomes for their communities. Due to the breadth of QLDC's operations and the complexity of its challenges, most types of work fall within three spheres:



QLDC will continue to listen and keep an open mind in relation to the delivery and development of its relationships across our communities.

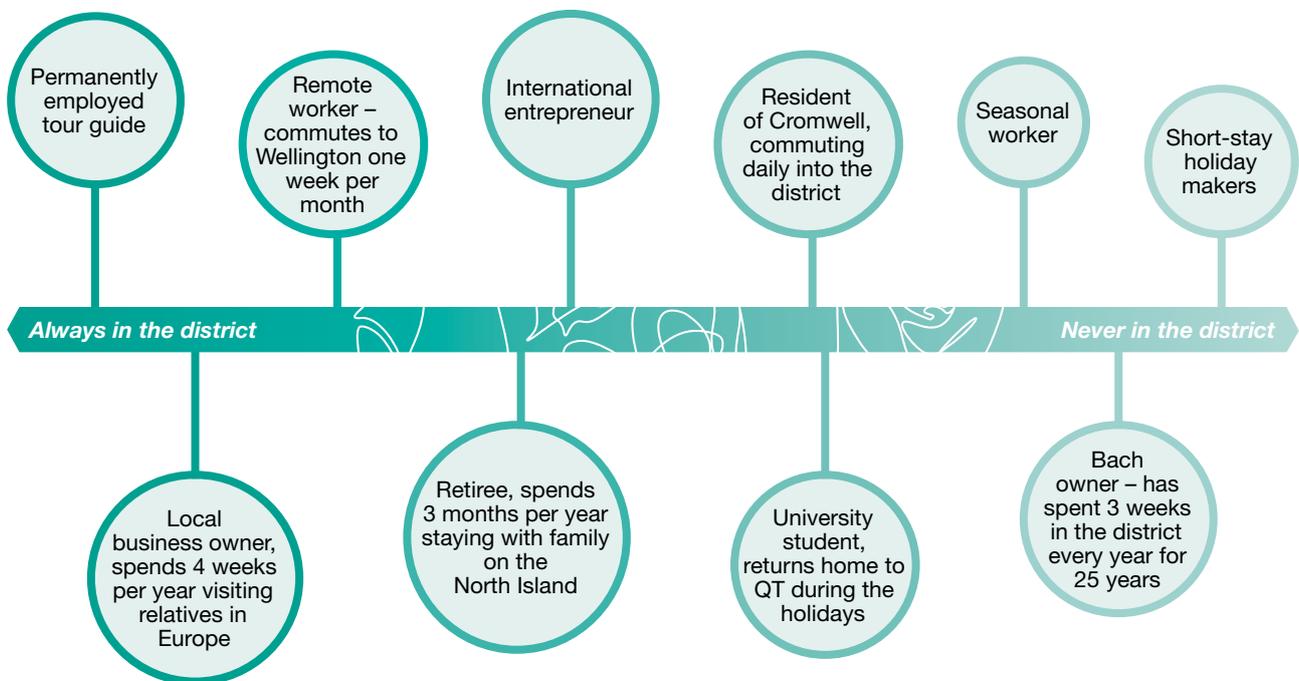
IDENTIFY AND UNDERSTAND OUR COMMUNITIES

The communities of the Queenstown Lakes District are diverse and numerous. Rapid growth has changed legacy concepts of community and it's important to recognise and celebrate the broad range of people who have a strong emotional connection to the district. The traditional definitions

of local, visitor and worker are no longer sufficient – there's far more diversity and richness in the whakapapa¹ of our district than these distinctions reflect.

It's now more useful to consider our people on a spectrum of mobility, as movement and travel is an integral part of modern life. Whether you're a third-generation Queenstowner, a holiday-homer, an Aucklander working remotely,

a seasonal worker, council worker, exchange student or weekend visitor; you will be able to find a community here. Our origins as a host community in an economy that continues to be dominated by tourism, has instilled a strong sense of manaakitaka² in our DNA.



Our communities are sometimes place-based, sometimes faith-based, sometimes built around interests, cultures, political beliefs and age-groups. Some people will find it easier than others to find their community, whilst others

will be part of several different communities at the same time.

This is not to suggest that growth and population change doesn't bring its own frustrations, but those frustrations are typically

related to infrastructure and transport. As a district, we continue to embrace diversity, behave inclusively and generally welcome people who choose to make the district home.

¹ Use of the word whakapapa in this context refers to the definition: (verb) (-hia, -tia) to place in layers, lay one upon another, stack flat; but in relation to takata whenua also refers to the definition: (noun) genealogy, genealogical table, lineage, descent. maoridictionary.co.nz. ² Manaakitaka (Kāi Tahu dialect for manaakitanga) definition: (noun) hospitality, kindness, generosity, support – the process of showing respect, generosity and care for others. maoridictionary.co.nz. Above diagram reference: Moscardo, G., Konovalov, E., Murphy, L., & McGehee, N. (2013). Mobilities, community well-being and sustainable tourism. *Journal of Sustainable Tourism*, 21(4), 532-556. doi:10.1080/09669582.2013.785556.

EXPLORE DIFFERENT TYPES OF COMMUNITY PARTICIPATION

QLDC will work with the community in a number of ways, through developing policy, understanding feedback, engaging and consulting effectively.

GENERAL PARTICIPATION

QLDC's Significance and Engagement Policy³ guides how Council engages with the community about proposed Council actions or issues. This policy has been developed to provide certainty on: when and how the Council will engage or consult with communities, what the Council will take into account when deciding what is significant, and when the community will have a direct opportunity to contribute to decision-making. The principles of this policy are:

- > Inform
(provide information)
- > Consult
(obtain public feedback)
- > Involve
(work directly with the public)
- > Collaborate
(partner with the public)
- > Empower
(public makes decision)

The Council will continue to consider new opportunities and forums to support community resilience, social connectedness and participatory democracy.

COMMUNITY COLLABORATION

Working closely with our communities can be an effective way of building strong networks and resilience. It can help the organisation build trust and understand what matters locally. QLDC aims to build appropriate community collaboration into its policy development and service design whenever possible. QLDC will help community groups to capacity and capability in developing community projects.

The concept of placemaking also offers a community-centred model that can contribute to the successful development and use of community spaces,

PLACEMAKING

and to ultimately build stronger communities. Community facilities, if designed well, have a key role in placemaking and contributing to growing social capital and economic development in communities.

Placemaking is used to understand the cultural and spatial role that facilities play in building a sense of community and place. Placemaking helps to build our communities' "assets, inspiration, and potential, and it results in the creation of quality public spaces that contribute to people's health, happiness, and wellbeing."⁴

QLDC commits to taking a placemaking approach wherever possible, and appropriate.



³ QLDC Significance and Engagement Policy 2017. ⁴ Project for Public Places: www.pps.org/article/what-is-placemaking.

SUPPORT AND ENGAGE WITH LOCAL MĀORI AND IWI

TE TIRITI O WAITANGI

The Community Wellbeing Strategy acknowledges the value QLDC places on the enduring relationship we have with Kāi Tahu, established through Te Tiriti o Waitangi. Strong relationships with our Tiriti partners will support us to work in honourable and effective ways for the enrichment of our community as a whole. This strategy will help us to pave the way for a better future through building a capable organisation which is responsive to Māori and has strong partnerships with iwi.

WORKING AND ENGAGING WITH LOCAL MĀORI

While QLDC has a formal working relationship with Kāi Tahu we have not consistently engaged and built relationships with local Māori living in our communities. To fully understand and support the wellbeing needs of Māori, QLDC commits to further developing those relationships and being more responsive to Māori customers, stakeholders and community members.

QLDC will consider the implications of our actions for whānau/hapū/iwi/Māori across all our work, and this will become an integrated part of the way we do things. This will be essential for ensuring equitable community wellbeing for all people within our communities.

SUPPORT AND ENGAGE WITH NEWCOMERS TO OUR DISTRICT

QLDC sees the function of welcoming newcomers to our community, whether for a short time or a long time, as vital for ensuring our community resilience. The strength of our visitor economy and the large numbers of migrant workers here has always been a focus area for the Council, reflected in parts of our statutory plans, draft Spatial Plan and various key strategies.

Most people living in Queenstown Lakes are from somewhere else in Aotearoa New Zealand or the world, and have chosen to make this special place our home. Migrant workers and their whānau are a valued and distinct part of the Queenstown Lakes District communities. Over many decades, Queenstown Lakes has welcomed waves of migrants from different parts of the world, producing diverse and vibrant local communities.



Current economic challenges and ongoing unpredictability caused by the global pandemic will likely affect the makeup of our communities, with people both leaving and arriving. Ensuring we can both support and retain people, while also welcoming newcomers will be a core focus for QLDC and many of our partners.

WELCOMING COMMUNITIES

Creating thriving regions and inclusive local communities are the aims behind Welcoming Communities – Te Waharoa ki ngā Hāpori. Welcoming Communities is a programme established by Immigration New Zealand and the Human Rights Commission Te Kāhui Tika Tangata. It supports councils and their communities to foster welcoming and inclusive communities for newcomers (recent migrants, former refugees and international students) and local residents.

QLDC has been accepted into the 2021/22 intake to commence the accreditation process to become a Welcoming Community. As part of the programme, a council works with its community to produce a bespoke Welcoming Plan. Having conducted a council and community stocktake of current policies, services, programmes and activities, each community decides what is needed in their plan. Each council and community will determine what works best for them.

The outcomes-based Welcoming Communities Standard sets the benchmark for what a welcoming and inclusive community looks like. The Standard's outcomes and sub-outcomes describe what you would expect to see over time in a community participating in the programme. The Standard has eight elements:

- > Inclusive Leadership
- > Welcoming Communications
- > Equitable Access
- > Connected and Inclusive Communities
- > Economic Development, Business and Employment
- > Civic Engagement and Participation
- > Welcoming Public Spaces
- > Culture and Identity

Participation in Welcoming Communities will help provide a targeted, structured and cohesive approach to supporting and engaging with newcomers. Welcoming Communities offers value as a framework for continuous improvement, enabling Queenstown Lakes to further develop the welcoming aspects of our communities.



02

Building the strategy | Te whakaahu i te rautaki



PURPOSE

The purpose of this strategy is to promote the wellbeing of the Queenstown Lakes District communities.

VISION

We aspire to be a community that holds true to the values that collectively define what is unique about the Queenstown Lakes District – our home. The Vision Beyond 2050 statements underpin everything we do. This strategy will focus on how our people and communities move toward achieving the vision, in partnership with QLDC.

Our vision for the Community Wellbeing Strategy is:

‘a place to be proud of; where connected communities thrive’.

WELLBEING – THE FUNDAMENTAL PRINCIPLE

The purpose of local government is to promote the social, economic, environmental and cultural wellbeing of its people, both now and into the future. As such, each aspect of community wellbeing needs to be considered as a lens in every decision that is made, every service that is provided and every policy or plan that is adopted. Understanding the implications for future generations will be essential in working to ensure inter-generational equity.

QLDC is committed to the wellbeing of its communities and being a community-centric organisation.

HOW DOES THIS FIT WITH OTHER STRATEGIES AND PLANS?

This strategy outlines the core community-centric principles, enablers and ways of working that underpin all of QLDC’s work, creating a useful guidance document for officers when planning services, projects and initiatives. Vision Beyond 2050 provides the community vision statements that are foundational to the wellbeing of our communities, and will guide our approach to what wellbeing looks like for those living in the Queenstown Lakes District. QLDC’s commitment to Te Tiriti o Waitangi is also integral to building sustainable community wellbeing.

The Community Wellbeing Strategy is designed to complement other key strategies, policies and plans such as the Ten Year Plan, the Infrastructure Strategy, the Climate Action Plan, the Risk and Resilience Framework and the Spatial Plan to deliver a clear and consistent approach.

It is also intended to be an umbrella strategy, providing clear guidance for all sub-strategies, in particular those with significant social and cultural themes e.g. the Housing Strategy, the Open Space Strategy, the Community Facility Strategy and the Library Strategy.

THE QUEENSTOWN LAKES SPATIAL PLAN - WHAIORA | GROW WELL

The Queenstown Lakes Spatial Plan is a vision and framework for how and where the communities of the Wakatipu and Upper Clutha can Grow Well and develop to ensure our wellbeing and prosperity. Whaiora is based upon three important principles that must guide QLDC’s work, and which align with the concept of liveability:

- > Wellbeing / Hauora
- > Resilience / Aumangea
- > Sustainability / Whakauku

The environmental, social, cultural and economic wellbeing of our community is central to the purpose of local government, both now and into the future.⁵ Local authorities are required to take a sustainable development approach that also focuses on the quality of the environment and the needs of future generations.⁶ Achieving intergenerational equity is central to success.

The overarching goal of the partnership and spatial plan has been influenced by the Queenstown Lakes communities Vision Beyond 2050, Central Governments Urban Growth Agenda,⁷ and the Kāi Tahu Values Framework.⁸

⁵ Local Government Act 2002, section 10 (1) (b). ⁶ Local Government Act 2002, section 14 (1) (h).

⁷ www.hud.govt.nz/urban-development/urban-growth-agenda. ⁸ ngaitahu.iwi.nz/ngai-tahu/values.

HE MAHERE KAHURUTAKA | TEN YEAR PLAN 2021 – 2031

The strategy will focus on how we can achieve the community outcomes identified in Vision Beyond 2050, and will align with the key outcomes of the He Mahere Kahurutaka | Ten Year Plan 2021 – 2031.

CLIMATE ACTION PLAN

On 27 June 2019, QLDC declared a climate and ecological emergency⁹. In doing so, we joined many other local authorities in Aotearoa New Zealand and across the world committed to taking action to address the effects of climate change on the people and landscapes we represent. The declaration means that QLDC will be held to account for ensuring that climate change considerations are reflected in decision making, policy setting, projects and service delivery.

QLDC has adopted its first Climate Action Plan (CAP). This plan starts to identify ways in which we can reduce emissions and sets a strategic direction for addressing climate change impacts. The role all of us play will be integral to achieving the goals of the CAP.

The guidance and fundamental principle of community wellbeing presented in the Community Wellbeing Strategy will support QLDC and our communities to rise and meet the challenge of the climate change emergency.

BROADER ALIGNMENT

The Community Wellbeing Strategy aligns other key QLDC documents, including:

- > Risk and Resilience Framework
- > 30 Year Infrastructure Strategy
- > Financial Strategy
- > Organisational Development Strategy

COMMUNITY INPUT AND PRIORITY AREAS

This draft Community Wellbeing Strategy has been informed by many conversations with the community between 2018 and 2020.

The Vision Beyond 2050, My Place, Climate Action Plan and Spatial Plan community and stakeholder workshops have provided valuable input about people's aspirations for the future, and what matters most about the places we live, work, play and invest. Our community has both attended workshops and provided feedback via QLDC's *Let's Talk* page. Community wellbeing data from the 2018 Our Community Spaces report and the 2018-2020 Quality of Life surveys¹⁰ have also been considered.

This input has been gathered from a diverse range of community representatives including iwi, special interest groups, developers and business owners, youth, and older people.

This community feedback, along with QLDC staff focus groups was used to identify priorities/needs that this strategy should address, including:

- > A cohesive community-centric approach
- > A good understanding of community wellbeing
- > Fast response to community need
- > Strategic alignment with key partners and agencies
- > Maximum value for the community
- > Thriving communities that are liveable, diverse, inclusive, engaged and empowered

MEASURES OF SUCCESS

To ensure the strategy and action plan stays on track, we will provide regular updates to the Community and Services Committee to identify areas for further action and investment.

An update will also be included in the monthly performance report presented to Council. These reports will be publicly available.

We will engage with the community on a regular basis to ask if they feel enough is being done in relation to this strategy. We will include specific questions in the annual Quality of Life Survey.

REVIEW CYCLE

The strategy will focus on how we can achieve Vision Beyond 2050, and will align with the community outcomes of He Mahere Kahurutaka | Ten Year Plan 2021 – 2031. It is proposed the Community Wellbeing Strategy action plan is also reviewed every three years, and updated to align with the Ten Year Plan cycle.

⁹ www.qldc.govt.nz/media/jjratjd/0c-confirmation-of-mins-of-27-june-2019.pdf.

¹⁰ www.qldc.govt.nz/community/community-research.

THE WAY WE WORK

BOLD, PROGRESSIVE LEADERS

Demonstrate community-centric behaviour

Advocate for change with central government and other organisations

Consider community wellbeing and inter-generational equity in all policy and decision-making

Take a placemaking approach whenever possible

Support liveability and a good social infrastructure

Always be open-minded and responsive



COLLABORATORS WITH THE COMMUNITY

Continue to improve participation

Understand the needs of our diverse communities

Collaborate with the community where appropriate in the development of policy and services

Strive to engage the full spectrum of community members, including the youth voice

Advocate for community-building and cultural development activities

Support social services and community organisations

Continue to build capability through learning, development and collaboration

Continue to build relationships between key stakeholders, funders and other organisations to achieve better outcomes for our communities



AGENTS OF CHANGE

Embed community wellbeing within the DNA of the district

Cultivate social connectedness and inclusion

Support communities to be prepared, climate-conscious and resilient – share responsibilities

Plan and prioritise actions – identify transformational opportunities

Communicate clearly and listen well

Educate and tell compelling stories



EFFECTIVE PUBLIC SERVANTS

Work in partnership with Kāi Tahu and integrate Te Ao Māori in our work

Continuously seek opportunities to improve

Apply best practice, value-for-money decision making

Respond to legislation and regulate appropriately

Provide a well-trained and resourced workforce

Manage consistent data and evidence efficiently

Identify budgets needed and funding sources

Manage risks and hazards effectively

Monitor and evaluate measures of success

Provide core services



03

Strategy in action

| Te whakatinana
i te rautaki



OUTCOMES

The Community Wellbeing Strategy has been developed to deliver three key outcomes:

1. Our district is highly liveable, offering a good quality of life and sense of wellbeing
2. Our communities have an effective and influential voice in their futures
3. QLDC is a community-centric organisation

WHAT IS LIVEABILITY?

Essential ingredients for liveable¹¹ communities include:

1. Safety, social connectedness and inclusion
2. Opportunities to learn, contribute and fulfil potential
3. Climate conscious, sustainable and resilient
4. Good urban design¹² and community facilities
5. A high quality of life and sense of wellbeing

CRITICAL ENABLERS

In the delivery of any strategy, there are a number of enablers that are critical to delivery. These are typically delivered by other parties and are part of the wider system and context in which we are operating. The critical enablers for this strategy are:

- > Data and Intelligence - provision and gathering of reliable data and intelligence that is relevant and useful for our district
- > Policy and Regulatory Settings – ensuring that our policies and regulations support the outcomes of this strategy and that we advocate to other parties accordingly
- > Good governance and Council Endorsement – ensuring that our decision-making supports the outcomes of this strategy
- > Workforce Capacity and Capability – ensuring that development needs and community development roles are considered appropriately in long-term workforce planning
- > Sustainable funding – securing medium and long-term funding commitments for key actions from a range of organisations
- > Partnership with Iwi – partnering authentically and effectively with Kāi Tahu in policy making and planning, whilst seeking opportunities for the integration of Te Ao Māori into our work and culture

¹¹ The term 'liveability' is an overarching term that encompasses a range of concepts/ideas; it is used by many organisations such as the United Nations and the OECD to describe facets of cities we should be striving to develop. The definition used in this Community Wellbeing Strategy is based on an international literature review of the term 'liveable communities', researched as part of the development of the Victorian public health and wellbeing plan 2015–2019 (Australia), modified to include additional ingredients important to the Queenstown Lakes District.

¹² Diverse housing options linked via public transport, walking and cycling infrastructure to employment, education, local shops, public open space and parks, health and community services, leisure and culture.

THE ACTION PLAN

OUTCOME 1

Our district is highly liveable, offering a good quality of life and sense of wellbeing.

SAFETY, SOCIAL CONNECTEDNESS AND INCLUSION

- a. Implement the Welcoming Communities programme and standard
- b. Continue to advocate for and support community resilience and social connectedness
- c. Review the Heritage Strategy and investigate the development of a more comprehensive Heritage, Arts and Culture Strategy, and a range of complementary policies
- d. Deliver an initiative that builds cultural identity and pride of place through storytelling, celebration, education and commemoration
- e. Develop youth engagement and resilience initiatives, in particular focusing on climate action and civil defence and emergency management (CDEM) preparedness
- f. Review the Disability Strategy, using the recent national survey from the Office for Disability Issues

OPPORTUNITIES TO LEARN, CONTRIBUTE AND FULFIL POTENTIAL

- a. Develop terms of reference and appoint Guardians of the Vision (Vision Beyond 2050)
- b. Work with funders and key government partners to advocate for and facilitate investment in local community sector capacity building
- c. cAmplify, strengthen and support labour market initiatives through Mahi Queenstown-Lakes
- d. Ensure the Community Wellbeing Strategy is reflected in the Economic Diversification Plan and Destination Management Strategy
- e. Conduct an education campaign to ensure all communities fully understand efficient and effective domestic and commercial energy management

CLIMATE CONSCIOUS AND RESILIENT

- a. Amplify, strengthen and support initiatives in the current QLDC Climate Action Plan, with particular regard to Outcome 4: Communities are climate-conscious and resilient
- b. Community Development Team to participate in the 2021 review of the Climate Action Plan, and ensure the Community Wellbeing Strategy is reflected in and influences that review.
- c. Ensure all communities understand and are actively engaged in civil defence and emergency management (CDEM) preparedness.
- d. Ensure all communities are addressed within waste minimisation initiatives

GOOD URBAN DESIGN AND SPATIAL PLANNING

- a. Ensure the QLDC Spatial Plan and District Plan enable liveable neighbourhoods that provide for everyday needs
- b. Prioritise initiatives, policies, procedures or plans in the work programme that will improve liveability
- c. Complete a housing strategy that ensures everyone has a place to call home
- d. Finalise and implement the QLDC Community Facility Strategy 2020-2030, with a vision of: “A network of fit-for-purpose, affordable community facilities that connect and support resilient, healthy and vibrant communities”. Ensure there are sufficient community facilities and programmes that are fit for purpose and promote and support health, activity, community building and wellbeing for all
- e. Ensure community facility development considers the outcomes in the Climate Action Plan (CAP) in all building design and construction. E.g. passive buildings; zero carbon builds
- f. Implement the QLDC Libraries Strategy 2020-2030, with a vision of: “Enriching minds and communities”
- g. Review and implement an updated Parks and Open Spaces Strategy (June 2021), with a vision of: “To provide a rich and diverse network of open spaces that are valued by the community and are protected and enhanced for future generations.”

HIGH QUALITY OF LIFE AND SENSE WELLBEING

- a. Work with the Southern District Health Board and Public Health South on initiatives relating to pandemic and post-pandemic support.
- b. Advocate for better healthcare for the district, with a current focus on improving mental health and maternity services
- c. Support and advocate for initiatives that enhance the mental health and wellbeing of our communities; in particular, collective actions to support whānau and communities to adapt and thrive in response to stressors. Key actions include:

- > Membership of Central Lakes Wellbeing Recovery Group, led by the Southern District Health Board
 - > Track available mental health and psychosocial wellbeing measures
 - > Share public health resilience messaging, and empower community-led action that support psychosocial and mental wellbeing, and builds community resilience. E.g. facilitate the rollout of community mental health literacy programme – GoodYarn
- d. Complete a Smokefree and Vapefree Policy (June 2021)



THE ACTION PLAN

OUTCOME 2

Our communities have an effective and influential voice in their futures.

COMMUNICATION AND ENGAGEMENT

- a. Identify any under-represented /under-supported communities. Develop a plan to improve inclusive engagement processes for people who cannot engage via usual channels, due to literacy challenges, language barriers and/or disability
- b. Explore and understand ways to hear a representative community voice, in particular to connect with 'seldom heard' communities
- c. Review the Significance and Engagement Policy; community consultation on the reviewed document will be part of the Ten Year Plan 2021-2031 consultation/ adoption process (March-June 2021). Create community engagement guidelines for officers (2021/2022)
- d. Work within IAP2 principles and¹³ use a wide range of creative tools¹⁴
- e. Where appropriate continue to ensure that communities have an opportunity to be engaged on key strategies, policies and plans

ADVOCACY

- a. Work with the Regional Tourism Organisations (RTOs), the tourism industry and central government to engage with and listen to communities effectively
- b. Advocate in a consistent, planned and strategic fashion on matters of importance to our communities, e.g. migrant workers, immigration policy settings, accommodation supplement, healthcare, social services etc

¹³ All Communications and Engagement staff have been IAP2 trained (International Association for public participation) and continue to look for new ways of engaging a wider representative view. See www.iap2.org for more information.

¹⁴ Building on the success of programmes like Torokiki (Hunchbuzz), Let's Talk (Bang the Table) and Social Pinpoint (in partnership with Waka Kotahi NZTA for Way To Go work).



THE ACTION PLAN

OUTCOME 3

QLDC is a community-centric organisation.

COMMUNITY DEVELOPMENT TEAMS

- a. Establish a cross-organisational community development staff forum. This group will discuss strategic direction and progress in relation to community development, support innovation, offer greater consistency of service and more effective collaboration with community groups, funders and other partners
- b. Conduct mapping exercises to understand the full network of communities and key partners
- c. Review the current community funding and partnership model and develop a new Community Investment and Partnership Policy for community associations and groups

ORGANISATIONAL CULTURE

- a. Ensure key messages from the Community Wellbeing Strategy are integrated across a range of staff communications and change initiatives, to become part of the culture of the organisation
- b. Assess opportunities to drive change through QLDC procurement e.g. social procurement, emissions reduction obligations
- c. Ensure consideration of community wellbeing in all QLDC business case and reporting templates for decision making
- d. Increase the use of Te Reo in documentation, signage, public building names and open spaces (southern Kāi Tahu dialect), as per QLDC's Māori Language Policy 2020
- e. Develop a plan to support staff in learning Te Reo and tikanga Māori

RESEARCH AND PERFORMANCE

- a. Convene a collaborative research group of external stakeholders to ensure a cohesive approach to research and data gathering across the district
- b. Identify research / discussion papers needed to inform policy / strategy in key areas e.g. impact of an ageing population, poverty, affordability etc
- c. Create a community wellbeing dashboard that provides consistent open source data for our community and government partners as part of the Ten Year Plan development process
- d. Create a set of measurable KPIs to assess progress of the Community Wellbeing Strategy
- e. Report regularly to the Community Services Committee

