Christchurch City Council

Hearings Panel
MINUTES ATTACHMENTS

Date:	**Monday 31 January 2022**
Time:	**11.30am**
Venue:	**Draft Ōtautahi Christchurch Community Strategy. Council Chambers, Level 2, Civic Offices,53 Hereford Street, Christchurch**

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DRAFT ŌTAUTAHI CHRISTCHURCH COMMUNITY STRATEGY HEARINGS PANEL – QUESTIONS AND RESPONSES

Questions received before Hearings Panel meeting on **Monday 13 December 2021**

#	Panel Member	Panel Question/Comment	Council Officer Response
1	Sara Templeton	I'd like to incorporate some of the LIVS suggestions re activation and kaitiakianga (as well as management) of public spaces (not just facilities) as this is something that we do a lot already (esp in parks!). Can we add public spaces to the first action of objective 2.3 on page 24, i.e. *'Support community-led activation and management of facilities and public spaces through a partnership model'*	Staff have revised the first action in objective 2.3 on page 24 to read *'Support community-led activation and management of facilities and public spaces through a partnership model'* and added an example of the Parks environmental and community partnership programmes.
2	Sara Templeton	What specific levels of service are used to guide the current engagement, how would they need to change to cater for a broader/higher level of face to face engagement and feedback to submitters and what resources would be needed? (Some of that may be an annual plan question rather than for here)	**The specific level of service is:** We provide advice and support in community engagement, and consultation planning and delivery, to teams across the organisation and to elected members. **Targets:** Council's consultations are implemented in accordance with the principles of the LGA: 100% Percentage of residents who feel they can participate in and contribute to Council decision-making: 41% The level of service is broad and therefore could capture the requirement for a higher level of face-to-face engagement. However, more work is needed to understand the resourcing requirements. Council have established an engagement Working Group who will explore this matter further.
3	Sara Templeton	Can we have a public facing engagement framework (in the implementation plan) to help people understand how we engage on different issues/projects (including for various communities of interest and identity), why we do it that way and how people can participate? Can we have advice from the Engagement team on this please as I'm aware there may be overlap with other ongoing work.	A framework can be put together to help inform/educate people on the process of engagement. Such a framework would be a useful tool to demonstrate how feedback from engagement is used in the decision-making process. The only challenge will be to make sure that we do not inadvertently create a 'standard' that becomes in conflict with our Significance in Engagement Policy and LGA requirements. With the correct wording this shouldn't be an issue.
4	Jimmy Chen	Does the tracked changes version of the Draft Ōtautahi Christchurch Community Strategy reflect the written submissions received? If yes, can you please clarify with us re those areas which have been amended based on which submission(s)? Will there be further amendments based on oral submissions?	Yes, staff have considered all written and oral submissions and made recommendations for approximately 50 changes to the strategy and implementation plan based on public feedback. Hearing Report Attachment A outlines the feedback received for each submission and any recommended amendment.
5	Jimmy Chen	Regarding the implementation plan (pages 18-28) (1), This Strategy is related to quite a few Council's other key strategies (page18), i.e. the Multicultural Strategy shares pillar 1- people, and pillar 2- place. Multicultural Strategy goal 2 says All communities have equitable access to Council services and resources. Pillar 3- participation is also the same as Multicultural Strategy goal 3- All residents are able to participate in Council decision-making. So this needs to be added on to this Strategy. Other related strategies also need to be reviewed and amended respectively.	Goal 1 Objective 1.3 The Multicultural Strategy is an agreed form of implementation plan. The theme throughout the strategy commits Council to ensuring diversity. Staff agree that other Council strategies need to reference the Multicultural Strategy as a key document to ensure all work across the organisation includes these populations. This forms part of advocacy.
6	Jimmy Chen	(2), The implementation plan of this draft strategy is only covering objectives at the moment, When will the detailed contents (including strategy outcomes area, actions, leading agency & support agencies, as well as timeframe) be developed and available?	A full implementation plan with monitoring framework is being developed at present. Once final deliberations are made with the Hearings Panel and ELT, it will be presented to Council for approval along with the Strategy in May 2022.
7	Jimmy Chen	The implementation plan of this draft strategy will be extended for 5 years (2022-27). Has this been put on the budget for AP 2022-23, and 3rd to 6th year (2023-27) of LTP 2021-31? If not yet, when will it be put on? Need to think about coordinating with partners and supporting agency at an early stage.	All actions are being met within existing budgets and levels of Service. If additional work is required, this will be presented during annual planning.

Attachment A   Item 6. Consideration and Deliberation / Ngā

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8	Jimmy Chen	There are a number of different strategies referred to in the Community Strategy. Will all these strategies still have their own actions plans, or will the Community Strategy's implementation plan override these?	Each strategy has its own specific action plan. These plans will feed into the Community Strategy where appropriate to ensure strategic alignment and to assist in monitoring and reporting.
	Jimmy Chen	Concern around overlap with other strategies as it can be a waste of resources, but also with filling the gaps in other implementation plans. How do we make sure that resources are being integrated and maximised to create best value for money and ensure that all the related strategies are benefited and strengthened by this implementation plan?	Operationalising the strategy will require us to work in a more joined up manner, ensuring that action plans are developed and reported against as part of the Monitoring and Reporting Framework (MRF)

Questions received during Hearings Panel meeting on Monday 13 December 2021

9	Yani Johanson	How can we resource CBs or localised service delivery better to implement the strategy?	If the community profiles and community board align with the strategy principles and goals I.e. Four P's this will provide a more joined up approach h to its implementation. There are considerable resources applied at a local level across Council. Boards have extensive delegated powers. Board Plans strongly influence Council's priorities and LTP decisions. More direct funding for Boards is an LTP matter.
10	Sara Templeton	Can the title be tweaked to recognise the Banks Peninsula more?	Yes. Staff propose Strengthening Communities – Together Strategy *Deepening communities across Christchurch and Banks Peninsula*
11	Sara Templeton	Is there the potential to add both whānau/family and neighbourliness and mahi aroha in the People pillar? (Te Whare Awhero and SVA submissions)	Yes. Staff recommend amendments to the People pillar sector of what you told us 'Value the contributions of older people, their families and whanau.'
12	Sara Templeton	On p.24, objective 2.2 – can we agree to add an action example to address concerns around intensification, but frame it more positively? Suggest the following wording: *'Communities are supported to thrive as density increases'*	Yes. Staff have updated the recommended amendment to improvement plan objective 2.2 examples (page 24) to 'communities are supported to thrive as density increases'.
13	Sara Templeton	Could we please have advice fed through into the Annual Plan process (as well as to the panel) for the provision of additional resourcing in the engagement area in these specific areas that Councillors and residents have been requesting: 1. Greater pre-engagement ahead of consultation; 2. More face to face, out of hours engagement in the community; 3. More printed material both for consultations and information provision; 4. More specific 'closing the loop' and giving feedback to submitters; and 5. More sharing of stories and examples of community best practise and highlighting social impact.	Staff recommend deferring this action to the Engagement Working Group which has been tasked with investigating ways to improve community outreach and engagement, and addressing barriers to engaging with Council. As part of the Engagement Working Group we will be doing a more detailed investigation into where additional resource may be required in order to address the points raised in Councillor Templeton's question.
14	Celeste Donovan	What does empowering individuals and groups look like? How do we make sure this happens?	Staff believe the strategy is a good start in supporting communities to thrive and address the issue of empowerment. Council can assist by understanding and encouraging community led development principles which include: • developing a shared local vision • building on strengths with and across diversity and sectors • growing collaborative leadership and experiential learnings • funding and resourcing opportunities for connection and active citizenship
15	Celeste Donovan	How do we communicate better with people about their role in influencing decisions, namely: • Helping them to understand the difference between compliance and engagement?	Pillar 3 Participation aims to address this through improved communication, clearer process, and active citizenship. Encouraging staff to operate within the IAP2 guidelines and articulate this clearly with community before, during and after engagement. This will assist people to understand the continuum of influence.

Attachment A   Item 6. Consideration and Deliberation / Ngā

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		• Increasing the number of relevant submissions, rather than the total number of submissions?	Staff recommend deferring this action to the Engagement Working Group, which has been tasked with investigating ways to improve community outreach and engagement, and addressing barriers to engaging with Council. As part of the Engagement Working Group, we will be doing a more detailed investigation into how we can increase understanding of the decision-making process.
16	Celeste Donovan	If we are looking to devolve more responsibility to Community Boards and volunteers, how do we create more capacity to deliver outcomes and get more interface between Community Boards and their communities? I.e. when there is limited time to engage with residents on Community Plans	Community Board Plans are informed through a lengthy process connecting Community Boards and their communities over time to develop a deep understanding of community needs and aspirations. Effective and limited consultation is part of this process. Community Board Plans are updated frequently to remain relevant and address changing needs and priorities.
17	Jimmy Chen	Partnership is key to this strategy and its implementation. We need to identify who is leading the agency and how it will be implemented. Because of this, the strategy and its implementation needs to be more itemised and detailed	A detailed implementation plan along with Monitoring and Reporting framework has been developed. It identifies key areas of leadership and accountability and the interdependencies across the organisation where a joined up approach is required.
18	Sara Templeton	How does Council get a mandate to increase feedback? What needs to be added to the Strategy to enable a boost to resourcing so we can maximise feedback using a range of different engagement strategies?	Changes to overall resource levels is an LTP matter. Our concern would be to simply add more resources and do more of the same may not be the optimum solution. The strategy is proposing to work differently. An engagement working group has been established who will work with staff on this in the New year.
19	Anne Galloway	In relation to the above, would there be any benefit to setting up a separate working party to work parallel to this Panel to address these issues?	An engagement working group has been established.
20	Yani Johanson	Is there a way to align the Strategy to a budget so community can see what we are doing?	Yes. The detailed implementation plan is aligned to relevant levels of service, which have budget attached, across the organisation.
21	Yani Johanson	Can Council companies and other Council units be incorporated into this strategy to provide a wider focus?	As we establish multi team working groups across the organisation, we will consider the Council companies as a natural partner. Elected member champions will be required at the Director level while recognising each company's level of autonomy.
22	Celeste Donovan	What is the role of corporate volunteering and what is its purpose? Will it build on resourcing of volunteers and what is the best way to resource groups and residents?	Corporate volunteering is one of a raft of ways Council can contribute individual time and expertise to support the third sector. We work closely with Volunteering Canterbury and have discussed how we might do this across Council specifically. Building capability and capacity within NGO's is important and we are aware many staff would like to contribute but are not sure how. This is not the only way Council can support organisations that provide volunteering. We do this through our community grant funding and individual community development assistance across the city. Some units of council undertake community-volunteering activities as team building exercises- this too can be described as corporate volunteering.
23	Celeste Donovan	Do we have enough information on the barriers to participation as some of them are not addressed? How do communities get the support they need? How are we tackling the issue of the barriers to youth participation?	We understand the drivers that contribute to lack of participation. These include cost, opportunity, and relevancy to ones lives, access, appropriateness, and timing. We also understand the quality of engagement often is built on the success (or not) of previous experiences. We work closely with a wide range of youth organisations. Youth participation varies depending on the subject and interest. An engagement review will (where appropriate) identify those issues and reframe our approaches to meet the needs of community rather than council first.
24	Anne Galloway	How do we use our youth ecosystem more effectively to increase participation? Civics training seems siloed at the moment, so how do we identify the network through which to provide Civics training and how do we disseminate information through this?	Work in partnership with Leadership Lab who run Puawai under the Leadership in Communities Programme (council has supported this programme for 7 years as funder and governance). This group have networks deep into the youth community across sectors and are keen to provide learning opportunities with a focus on increasing active citizenship. Council work/funds/supports other long term partners such as the Christchurch Youth Council. Youth Voice Canterbury, Youth Workers Collective, Pylat etc Local youth networks are supported by community board staff in their areas. Staff will investigate improving the civics programme/increasing civic engagement under pillar 3 Participation, objective.....of the strategy.
25	Jimmy Chen	Can we use this Strategy to provide an overall holistic view and identify areas to improve upon moving forward?	This will be part of the strategy monitoring and reporting framework (MRF)

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26	Anne Galloway	Will feedback be given to submitters about what has happened so far and what the next steps are in this Hearings Panel process?	Yes. Where feedback has influence changes on the strategy, a personalised feedback letter will be sent. All submitters are receiving updates on process and progress.
27	Anne Galloway	How do we work and partner with experts in the community? Do we need a coordinator to manage these relationships with the experts?	Council staff work with a wide range of networks, experts, leaders- at times facilitating and other working in partnership both a community board and metropolitan level. Sector based and local neighbourhood networks harness local knowledge and expertise.
			Council support the LINC programme and have done for 7 years- Linc has supports community leadership development with a focus on youth (the Puawai Programme) and succession planning. http://www.lincproject.org.nz/puawai
28	Celeste Donovan	How do we provide more feedback about closing the loop? How do we get submissions fed back to Community Boards without a formal meeting structure?	For this engagement exercise staff will be responding to submitters to explain how their submission s impacted the strategy through additions/amendments. This closing the feedback loop
29	Celeste Donovan	How do Community Boards gather information for their Community Plans? IS there a formalised process?	Each board will be different. However, Community intel is gained through local networks and relationships as well as community profiles.
			We encourage Community board plans to use the Four P's under which each priority for their locales can be attributed. This will ensure a line of site to the Strategy goals and objectives too.
30	Celeste Donovan	Given there is not really time to engage with the community before putting in a submission, and that Community Boards only meet infrequently, how can CB's submissions be guided by the community if there is no framework for it? How do they get these voices heard?	Often submission processes are short notice (especially central government), this is inherently difficult to manage. Often Boards delegate submissions to a couple of members who can act quickly. Boards can call Zoom meetings and conference calls to discuss submissions. Boards do not meet formally to approve a submissions. There are wiser ways of working. The very nature of Boards in having a close relationship with the communities they represent allow boards to represent broader communities without having to continually go back and check.
31	Yani Johanson	In regard to pandemics and, in particular, Covid-19, why is the strategy not more specific about the impact this will have on our communities? Why is there not a provision for working with the Ministry around the prioritisation of resources? What does the strategy do to support the communities who need it?	Council works in partnership with others who are taking the lead for Covid-19 from a health perspective. The refreshed strategy aims to work alongside communities to respond to change and disruption through advice, bridging, bonding and linking and financial assistance.
			The impacts of Covid-19 are yet to be understood/experienced but the strategy allows us to be agile and support community led resilience responses.
32	Yani Johanson	Can the Youth Action Plan be specifically mentioned in the Strategy?	Staff recommend the Youth Audit Tool is recognises in the examples for objective 2.1 Encourage communities to create and sustain a sense of local identity and ownership, first action: Enable and support community-led placemaking initiatives (page 24).

Attachment A   Item 6. Consideration and Deliberation / Ngā

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Te Haumako; Te Whitingia

Community feedback suggest the name of the strategy does not describe the work or reflect Banks Peninsula enough

~~Draft~~ Ōtautahi Christchurch ~~Community~~Strengthening Communities Together Strategy

Enabling active and connected communities to own their futures

Attachment B   Item 6. Consideration and Deliberation / Ngā

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Acknowledgements

Council wishes to thank all contributors and stakeholders involved in the refresh of the Strengthening Communities Strategy. In particular, we'd like to thank the Strategy Working Group represented by the Christchurch City Mission, Age Concern, Community and Public Health, University of Canterbury, Canterbury Youth workers Collective, Social Equity and Wellbeing Network (SEWN) and relevant Council units including the Community Support, Governance and Partnerships Unit, Libraries, Parks Unit, Transport, Sport and Recreation Unit, Research and Monitoring and Urban Design teams.

Council would also like to thank and acknowledge residents, sector groups, staff and networks for their valuable contributions and insight that underpin this document.

Engagement feedback can be found in the Strengthening Communities Strategy Community Engagement Report https://ccc.govt.nz/assets/Documents/Consultation/2021/06-June/Strengthening-Communities-Strategy-Refresh-Community-Engagement-Report-.pdf

The evaluation of the Strengthening Communities Strategy 2007-2017 can also be found here: https://ccc.govt.nz/the-council/consultations-and-submissions/haveyoursay/show/353

Accessible formats

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

A Strategy summary is also available in easy-read and translated into Te Reo, Farsi, Simplified Chinese, Korean, Nepali, Hindi, Samoan, Russian, Amharic, Tigrinya, Japanese, Dari and Tagalog here: www.ccc.org.nz/strategies

A New Zealand Sign Language video is available here: www.ccc.org.nz/strategies

For a PDF downloadable version go to: www.ccc.org.nz/strategies

Te Haumako; Te Whitingia - *To thrive To shine*

Mayor's Foreword

Resilient communities adapt through creating innovative approaches to collective governance, seizing unexpected opportunities to decide for themselves how to respond, organising to work with government agencies in new ways, and accepting both the promise and responsibility of joint decision-making.   Tephra MCDEM Nov 2012

If we have learned anything from our experience over the past decade, it is that top-down decision-making by governments – be that central government or local government – does nothing to contribute to building social capital, which is the investment capital for building resilience.

When communities come together to plan for their own future, they get to know each other, and they learn to respect and trust each other. They build an appreciation of their collective strengths and what they need to work on. Planning together with diverse views brought to the table inevitably requires compromise. And it means there will be occasions where authority needs to be challenged.

It's as easy as A B C D - asset based community development – a community will always start with its strengths, whereas governments and councils seemed stuck on starting with deficits, - they focus on what they can do for the community. Starting with the community's strengths is a much better approach and provides the foundation for a stronger relationship and the development of a true partnership.

Grants-based giving needs to be strengths-based to support capacity building. Council has come to the view that to help communities become more resilient that we need to partner with them – and that means we must be willing to give up doing some of the things we have traditionally done for communities and enter into new arrangements to support the community doing things for themselves.

A significant number of submissions on the last long term plan picked up on this, with communities offering more to the city than they were asking from council by way of financial contribution. This is why we have been reviewing our community grant funding to better align with our key strategies, goals and objectives – moving from a transactional funding model to a transformative partnership approach.

Finally, it is by working with our communities to help build social capital/cohesion that we reduce the risk of isolation and fear. We know how damaging these are. Diversity is our strength, and we need to ensure we support that in every way we can. Connected and active communities are at the heart of who we are as a city. This strategy is about how we make that commitment real.

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Dr Te Maire Tau

Upoko Ngāi Tūāhuriri

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Te Hononga: The primary relationship

Council and Mana whenua

Whiria ngā whenu o ngā papa, honoa ki te maurua tāukiuki

Bind together the strands of each mat and join together with the seams of respect and reciprocity This whakataukī sums up our mutual commitment, with Ngāi Tahu Papatipu Rūnanga, to a governing partnership relationship based on understanding and respect. This partnership commits us to working together to improve social, economic, environmental and cultural wellbeing for all and aligns to our commitment to Te Tiriti o Waitangi as a framework for all.
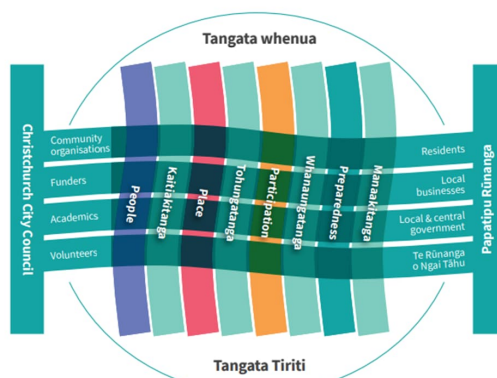
This design depicts the main components essential to strengthening communities.

The circle represents all communities with the outer circle representing the bi-cultural partnership that is Te Tiriti o Waitangi (Tangata Whenua or Tangata Tiriti). The heart of the circle is the community. Whether that community is physical, emotional, mental, spiritual or social, we are connected to others with similar interests, beliefs and understandings.

Each of the vertical strands represent the values many of us hold and are interwoven to strengthen our communities, our complexities and our similarities. Communities utilise these strands to connect to each other and to strengthen community.

The two pou (Christchurch City Council and Papatipu Rūnanga) represent the localised partnership underpinned by Te Hononga and Te Tiriti o Waitangi weaving the following core values that are fundamental to creating a strong, effective and nurturing environment.

Whanaungatanga – Fostering and maintaining important relationships within the organisation, within the iwi and within the community.

Manaakitanga – Showing respect, generosity and care for others.

Kaitiakitanga – Stewardship and guardianship of our environment as well as leadership, mentoring, guidance, nurturing, sharing, responsibilities, and external consultation.

Tohungatanga- The preservation and transmission of knowledge and expertise vital to sustain future generations.

Kotahitanga – unity, togetherness, solidarity and collective action.

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Whakarapopoto Matua

Summary

Since the Strengthening Communities Strategy was first launched in 2007, Ōtautahi-Christchurch has faced significant challenges. These have tested even the strongest of us but have also have been the catalyst for creativity, innovation and collective action. This refreshed strategy builds on our long-term investment in strengthening communities and harnessing new opportunities – together.

> To be confirmed

Now entitled the Ōtautahi-Christchurch Community Strategy, it reflects our continued commitment to building, in partnership with others, inclusive, safe and resilient communities. It contributes to a range of other strategies, plans and partnerships, in particular the Greater Christchurch 2050 Partnership, a broader regional plan created to ensure the wellbeing of our people and the environment over the next 30 years.

In talking with a broad representation of the community throughout the review of the 2007 Strategy[1], ~~this engagement[2]~~people have ~~highlights~~highlighted the importance ~~people~~they place on equity, diversity, collaboration, being connected to one another and building capability. People also value the physical infrastructure we provide – our parks, libraries, recreation opportunities, transport innovations, aquatic centres, and community facilities – and they want to live in safe and accessible communities. We heard that doing what we say we will is vitally important. The implementation of the strategy, adequately funded and with a regular way of reporting on progress is "where the rubber hits the road".

Community place great value on Council's ~~We also have a key role in providing~~ community grant funding ~~to that~~ supports voluntary and community-initiated organisations respond to community needs and aspirations. It also ~~and to~~ increases opportunities for people to volunteer their time and expertise. They would like to see more regular story telling about the impact this funding has had on communities.

We alone cannot address the many complex social issues that face our city, but we can bring resources and people together so that collectively we can achieve more. Particularly, we support communities to thrive through bonding, bridging and linking[3], alongside staff and elected members who strive to ~~have a deep~~ better understand~~ing of~~ the communities they serve.

~~The~~This Strategy:

- Places our role with communities in the context of our responsibilities under the Local Government Act 2002 and our governing partnership with Ngāi Tahu Papatipu Rūnanga;
- Sets out a vision, principles and goals;
- Captures community feedback and identifies priority actions;
- Sets out a framework for implementation, monitoring and reporting over the next three to five years.

[1] https://ccc.govt.nz/the-council/consultations-and-submissions/haveyoursay/show/353
[2] ~~https://ccc.govt.nz/assets/Documents/Consultation/2021/06-June/Strengthening-Communities-Strategy-Refresh-Community-Engagement-Report-.pdf~~
[3] See our role

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GRAPHIC HERE

We have organised the strategy around four ~~goals~~ pillars that set out our commitment to working alongside the community over the next 10 years.

Te ~~Whenu~~ Pou Tua Tahi: Te Tāngata - ~~Goal~~ Pillar 1: People
The city actively promotes a culture of equity by valuing diversity and fostering inclusion across communities and generations.
Te ~~Whenu~~ Pou Tua Rua: Te Whenua- ~~Goal~~ Pillar 2: Place
We support and help build connections between communities and their places and spaces to foster a sense of local identity, shared experience and stewardship.
Te ~~Whenu~~ Pou Tua Toru: Te Mahi – ~~Goal~~ Pillar 3: Participation
Residents and groups in the wider community are socially and actively engaged and able to initiate and influence decisions affecting their lives.
Te ~~Whenu~~ Pou Tua Whā: Te Takatū- ~~Goal~~ Pillar 4: Preparedness
People feel safe in their communities and neighbourhoods and work together to understand, adapt and thrive in the context of change and disruption.

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Whakataki: Introduction and background

The people of Ōtautahi-Christchurch have experienced significant disruption over the past 10 years. As the city recovers from the effects of a devastating series of earthquakes, other events such as floods, fires and terror attacks and most recently a pandemic, have added to these stressors. Our communities have navigated house repairs, rebuilds, relocations, school closures, protracted insurance negotiations, employment and business insecurity, trauma, personal loss and uncertainty. Some of us continue to struggle with the effects of the last decade's events.

These collective stressors have also been the catalyst for creativity, community leadership, innovation and collective action across the city and within local communities. We want to build on this and enhance the way we work together through a range of partnerships.

By working together with ~~our~~ communities, we can bring resources and people together so that collectively we can address the many complex social issues that face our city and achieve more. By empowering people, we enable them to take action and more responsibility for their communities. Empowerment also motivates and restores faith in the political process; believing we have a real stake in our futures.

In every community, everyone has something to contribute. It's important that we develop and nurture networks that connect our assets and strengths and use them for the greater good. Council helps to make visible values, skills, knowledge within our communities to increase connectedness and build social capital.

When this social capital is activated, residents of all ages and abilities support each other, especially those in greatest need. This may be, keeping in touch with neighbours and increasing opportunities for people to volunteer time to any of the multitude of environmental, cultural, and recreational options available. This can also be anything from buying locally through to monetary donations, discretionary effort and community leadership. When communities connect, diverse strengths are shared, enhancing understanding and growing mutually beneficial exchanges.

As our city grows and changes, so do the needs of our diverse communities, including the most vulnerable amongst us. Our refreshed 2021 Ōtautahi-Christchurch Community Strategy reflects our ongoing commitment to working alongside the many organisations and networks that help make our communities stronger, more resilient and better connected over the next 10 years and beyond. ~~Its name change better reflects the role Council plays supporting communities to grow and thrive.~~

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How are we doing?

While Ōtautahi-Christchurch and Banks Peninsula is a relatively prosperous ~~city~~region, not everyone is thriving. We know that the needs of urband and rural communities are unique and we need to plan accordingly. We also acknowledge that some people face barriers to participation and do not feel like valued community members. We know that this contributes to loneliness and isolation. When peoples voices are underrepresented in engagement and their contributions at a community level are over-looked this can have high costs for both individuals and families as well as the wider community.

 A new way of working is required

~~As our population continues to grow and diversify, so too does our infrastructure.~~ Strong, dynamic community engagement is required to ensure we create a safe and welcoming city for everybody. The strength and success of our communities depend on the extent to which people are able to participate and contribute and the extent in which they feel they have agency over the things that are important to them. Council's processes and relationships across the organisation and the communities we serve need to enable this.

A range of latest resident surveys highlight some worrying trends. ~~We~~ As a result we have identified some key ~~themes~~ priorities that we will to give particular priority to over the next 5 years to achieve real and sustainable change.

What do we know?			
ACCESS AND EQUITY	PUBLIC SAFETY	ACTIVE CITIZENSHIP	RESILIENCE
Individuals and families living in poverty struggle financially but also forego basic necessities in order to make ends meet. This can exclude people from accessing civic life and local amenities. Poverty is not evenly distributed across Christchurch with those areas most affected having negative effects on people's health and wellbeing at the neighbourhood and community level.	For Christchurch people to thrive, it is essential that our neighbourhoods are safe and accessible, and that residents have the opportunity to access public and community services. A thriving, vibrant central city is also critical to Christchurch's growth but perceptions (and the reality) about anti-social behaviour and safety impact this.	Survey respondents told us they feel disillusioned with Council's community engagement practices. ~~There is a perception that community engagement does affect the final decision made by Council and residents do not feel they have the ability to influence decision-making. Our under-represented communities do not have a strong relationship with Council, if any.~~	Communities are best placed to identify and respond in the most appropriate way to their needs. Our partnerships with NGOs support grass roots developments working in communities. This includes developing skills, exploration of community aspirations, supporting collective action on common goals and increasing cooperation and collaboration with Council.

3 | P a g e

17% of NZ households with children are below this poverty line. ([Otago University child poverty monitor 2019](#)) 1 in 4 Pasifika children and 1 in 5 Māori children meet the criteria for material hardship. ([Stats NZ 2021](#)) Disabled people reported having less access to emotional and instrumental support from others, and lower levels of trust in other people and in public institutions. ([Census 2018](#))	People are feeling less safe walking alone in their neighbourhoods after dark than in recent years. In 2020, 61% of Christchurch respondents felt safe, compared with 71% in 2010. This is also lower than the national average (65% in 2020). ([Quality of Life Survey](#)) People most likely to feel unsafe are people with a disability, non-heterosexual, Māori, people on incomes lower than $30,000 or those over 65. The central city is unsurprisingly deemed safer during the day than after dark. In 2020, 5% of Christchurch respondents felt unsafe in the city centre during the day, compared with 46% after dark. ([Quality of Life Survey](#)) Volunteering, at least once a month or more, in the local neighbourhood is 25%, compared to 36% in the wider community. ([Life in Christchurch](#))	Confidence in Council decision-making has fallen over time. In 2020, around 30% of Christchurch respondents had confidence that Council makes decisions in the best interest of the city, down from 53% in 2010. This decrease has also occurred nationally and the 2020 proportion equalled the national average. ([Quality of Life Survey, 2020](#)). 24% feel they have no influence on public decision-making and 36% understand how Council decisions are made. ([Residents Survey 2020-2021](#)) While volunteering overall is decreasing, we see a change from older adults to more youth participants. Volunteering trends indicate an overall drop as well as a reversal from older age groups to youth participants.	Since 2018, residents have become less prepared in case of a natural disaster. Younger people are less prepared than the rest of the population. Between 2018 and 2021, the proportion of residents who had enough water stored for 3 days declined from 70% to 62% (combination of discontinued residents survey question, and [Life in Christchurch, 2020](#)) The proportion of residents who had enough food stored for 3 days declined from 87% to 84% between 2018 and 2021. (combination of discontinued residents survey question, and [Life in Christchurch, 2020](#)) 46% of respondents are worried or very worried about the impact of climate change on the city's future ([Quality of Life Survey, 2020](#)).
We will			
Work to better understand and respond to those factors thatwhat excludes people from fully participating in their communities and across Council services. We will improve the capture of consistent and relevant data, set clear targets and partner with communities and others	Increase positive perceptions of the central city after dark,Improve community safety, with a specific emphasis on the central city after dark. Encourage community led activities that increase volunteering in local neighbourhoods	Ensure that the community's priorities, values, aspirations and concerns are incorporated at all levels of the organisation through policy development, planning, decision-making, service delivery and review. By reframing our engagement practices we will increase trust and	Support and enable communities to respond to the impacts of climate change and emergencies, with a particular emphasis on underrepresented or vulnerable communities

Attachment B   Item 6. Consideration

| to ensure more equitable and inclusive opportunities for all. | Support~~ing~~ the activation of public spaces and places to increase <u>safety,</u> inclusion and ~~a sense of~~ belonging. | ~~satisfaction that people and communities can authentically shape and influence their futures.~~<u>Improve our engagement processes so people and communities are fully informed and able to authentically shape and influence their futures.</u> | |

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Our role

Under the Local Government Act 2002, all councils must have a strategic framework[4]. Ours was updated in 2020 and is led by the vision that *Ōtautahi-Christchurch is a city of opportunity for all… open to new ideas, new people and new ways of doing things – a city where anything is possible.*

The Ōtautahi-Christchurch Community Strategy is central to achieving our overall strategic priorities, with an emphasis on enabling active and connected communities to own their future. The Strategy works to achieve the community outcome of Resilient Communities specifically:

– A strong sense of community
– Active participation in civic life
– Safe and healthy communities
– Celebration of our identity through arts, culture, heritage, sports and recreation
– Valuing the voices of all (including children)

Staff and elected members work with and have a deep understanding of the communities they serve. Their roles are:

GRAPHIC HERE

- Bonding - Enabling a sense of community within groups and neighbourhoods with shared interests and goals
- Bridging - Building strong and productive relationships across organisations, Māori, iwi and other key stakeholders, supporting from behind or leading where appropriate
- Linking - Supporting others to access knowledge, resources, influence and opportunity
- Capacity building – Providing, advice, organisational support, and curating outcomes and learnings.

A partnership approach is required to fully achieve this and we commit to working alongside:

- Iwi Partners

Within the Christchurch City Council Territorial Authority area is the Tribal Authority of the six Papatipu Rūnanga that make up Ngāi Tahu in Ōtautahi – Christchurch and Te Pātaka o Rākaihautu – Banks Peninsular.

We commit to strengthening our relationships with other tangata whenua and iwi entities, including Ngā Mātā Waka, Taura Here groups and our urban marae, Ngā Hau e Whā Multicultural National Marae and Te Whatu Manawa Māoritanga o Rehua Marae.

- The Third Sector

Community groups and non-governmental organisations (NGOs) are at the heart of this Strategy. They are the primary means by which people come together to work for the good of communities. Of the than 114,000 such organisations across New Zealand, 27,000 are registered charities and 10 percent of these have no paid workers[5]. These formal and informal organisations make a significant contribution to the wellbeing of our city and economy. Our collaborations with publicly funded health, recreation and social services encourages stronger communities.

- Voluntary sector

Spending time providing services and support to others without financial reward is an example of social connectivity and a way in which people build and maintain social networks. Including the value of unpaid

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[4] Council Strategic Framework
[5] Statistics NZ (2019)Non-Profit Institutions Satellite Account 2018 https://www.stats.govt.nz/reports/non-profit-insitutions-satellite-account-2018

work (calculated at $22.10 per hour), the sector makes a direct contribution, estimated to be $9.51 billion per annum, around 6 percent of the country's Gross Domestic Product.

- The public sector (local and central government)

Central government agencies, including academic institutions, play an integral part in building strong communities, often as strategic partners, researchers, and funders, and by translating community needs into policy and services. Local government provides facilities, libraries, parks, transport links and options, recreation centres, events and opportunities for communities to connect and activate places and spaces. Local government also plays a lead role in driving social change through sustainable procurement policies.

- Funders, philanthropic organisations, foundations and personal giving

Grant funders provide resources to charitable groups and other third sector organisations who provide programmes and activities to effect change in their own communities. Philanthropic organisations, foundations and personal giving also contribute to the economy. This includes commercial entities that provide pro-bono work or sponsorship. Along with other funders, we are exploring how we can move from an old transactional funding model to a more high-trust, transformational approach, where groups are partners rather than passive recipients of the charitable dollar.

- Business Sector

For-profit businesses play an important role in the community, providing opportunities for research and development partnerships, resource sharing, technology and skills and knowledge transfer. A strong capable labour market strengthens the economy, improving people's incomes and life options. Opportunities abound for communities and businesses to work alongside each other where common goals and values align.

- Community Boards

Community governance refers to a collaborative approach to decision-making which recognises the needs to work in partnership and the value that each partner brings to the process and outcomes. This approach is based on the clear devolution of decision-making to be dealt with at the most local level (the principle of subsidiarity). A key way of shifting some governance responsibility closer to the community is through our community boards. Each board acts as an advocate for the interests of its community. Council staff support community boards to better understand the needs of community and to establish robust, trusted relationships and collaborations.

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The Strategy

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Te Whakakitenga: Vision

Te Haumako; Te Whitingia - to enrich: to shine

Ngā Mātāpono - principles and values

- Te Tiriti o Waitangi is New Zealand's founding document
- Our work considers future generations
- We do not act alone – we always look for a partnership approach
- Our relationships are collaborative, trusted and enduring
- We commit to inclusive practices across the whole of Council
- We advocate for and support responses to social injustice and inequities
- People's time, knowledge and skills are valued

Our work will be

- Effective and accurate
- Guided by the needs and aspirations of people in the wider community
- Future focused and ready us for change and disruption
- Strengths-based: identifying and valuing the assets within our community
- Agile and supportive of creativity, innovation and responses
- Supportive of community-led development, co-design and co-governance principles
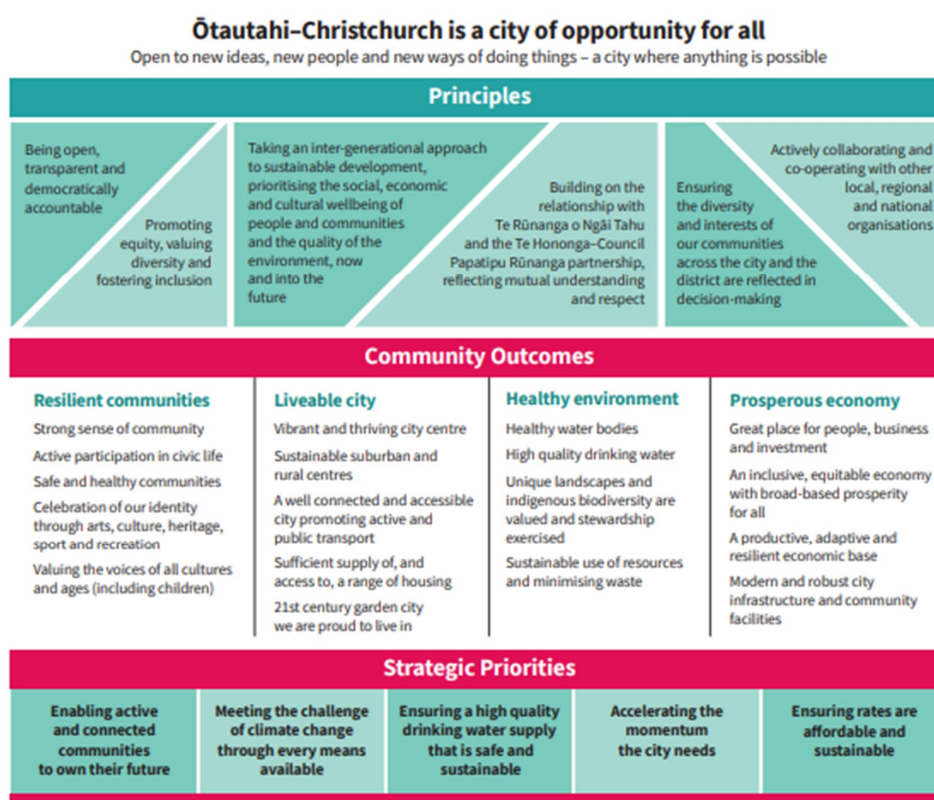
Ngā WhenuTe Pou: GoalsPillars

PEOPLE	• We actively promote a culture of equity by valuing diversity and fostering inclusion across communites and generations.
PLACE	• We support and help build connections between communities and their places and spaces to foster a sense of local identity, shared experience and stewardship.
PARTICIPATION	• Residents and groups in the wider community are socially and actively engaged and are able to initiate, influence and make decisions that affect their lives.
PREPAREDNESS	• People feel safe in their communities and neighbourhoods and work together to understand, adapt and thrive in the context of change and disruption.

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Te Rautaki: Strategy Alignment

This strategy is not a stand-alone document. It aligns with Greater Christchurch 2050 in its desire to improve intergenerational wellbeing through the decisions and actions we take today. The strategy anchors a wide range of other cross cutting themes. We remain committed to these related strategies, plans, and partnership agreements across Council, Government and the wider community.
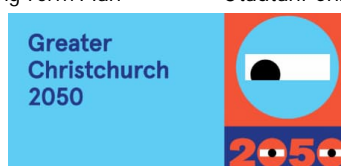
Council Strategic Framework 2020

Ōtautahi–Christchurch is a city of opportunity for all
Open to new ideas, new people and new ways of doing things – a city where anything is possible

Principles

Being open, transparent and democratically accountable

Promoting equity, valuing diversity and fostering inclusion

Taking an inter-generational approach to sustainable development, prioritising the social, economic and cultural wellbeing of people and communities and the quality of the environment, now and into the future

Building on the relationship with Te Rūnanga o Ngāi Tahu and the Te Hononga–Council Papatipu Rūnanga partnership, reflecting mutual understanding and respect

Ensuring the diversity and interests of our communities across the city and the district are reflected in decision-making

Actively collaborating and co-operating with other local, regional and national organisations

Community Outcomes

Resilient communities

Strong sense of community

Active participation in civic life

Safe and healthy communities

Celebration of our identity through arts, culture, heritage, sport and recreation

Valuing the voices of all cultures and ages (including children)

Liveable city

Vibrant and thriving city centre

Sustainable suburban and rural centres

A well connected and accessible city promoting active and public transport

Sufficient supply of, and access to, a range of housing

21st century garden city we are proud to live in

Healthy environment

Healthy water bodies

High quality drinking water

Unique landscapes and indigenous biodiversity are valued and stewardship exercised

Sustainable use of resources and minimising waste

Prosperous economy

Great place for people, business and investment

An inclusive, equitable economy with broad-based prosperity for all

A productive, adaptive and resilient economic base

Modern and robust city infrastructure and community facilities

Strategic Priorities

| Enabling active and connected communities to own their future | Meeting the challenge of climate change through every means available | Ensuring a high quality drinking water supply that is safe and sustainable | Accelerating the momentum the city needs | Ensuring rates are affordable and sustainable |

Council Long Term Plan

Ōtautahi-Christchurch Recovery Plan

Greater Christchurch 2050 (incorporating Resilient Greater Christchurch)

Related key strategies

PEOPLE	PLACE	PARTICIPATION	PREPAREDNESS
Waka Toa Ora- Healthy Christchurch Te Rautaki Matawaka Rau Christchurch Multicultural Strategy ~~Social~~ Community Housing Strategy 2021 Community Board Plans and Profiles Enabling Good Lives Wāhi Tuawhā – Iwi Management Plan	Central City Plan Our Heritage Our Toanga Heritage Strategy Accessibility Charter Facilities Network Plan Christchurch Transport Strategic Plan Christchurch Youth Audit tool	Engagement Strategy Physical Sports and Recreation Strategy Toi O Tautahi Arts and Creativity Strategy Libraries Network Plan Governance Partnership Agreement	Ōtautahi Christchurch Climate ~~Change~~ Resilience Strategy Christchurch Safety Alliance (under development)
Cross cutting polices: Wellbeing and Equity Policy (amalgamating, youth and children, older persons, disability and other council community facing policies)			

Legislation
Local Government Act Human Rights Act 1993

National and international Strategies
NZ Disability Strategy 2016 – 2026 United National Convention on the Rights on Persons with Disabilities Kia Manawanui Aotearoa Mental Health and Wellbeing Strategy Ministry for Pacific Peoples Strategic Intentions 2019-2024 Pacific Aotearoa – Lalanga Fou Report (2018) Better Later Life Strategy NZ National Disaster Resilience Strategy ~~Pacific Prosperity Strategy (MSD)~~ Positive Youth Development Strategy Aotearoa National Civil Defence Emergency Management Strategy Road to Zero- National Road Safety Strategy-2029 United Nations Sustainable Development Goals

Te ~~Whenu~~ Pou Tua tahi: Te Tāngata

~~Goal~~ Pillar 1: PEOPLE

We actively promote a culture of equity by valuing diversity and fostering inclusion across communities and generations.

"Address structural exclusion - understand how and why it happens and respond." Elected member

What you told us

- Prioritise accessibility in all aspects of the community.
- ~~Pacific communities want to build a better relationship with us.~~ The relationship between Council and Pacific communities needs to be strengthened together.
- Support inclusive and welcoming activities and opportunities for lifelong learning.
- Communicate in a way the community wish to be communicated with.
- People need to see themselves reflected in the city.
- Value the contributions of older people, their families and whānau.
- Accessible services and environments are crucial to the wellbeing of people with disabilities.
- Community groups want us have deeper relationships with them.

We are committed to delivering better services and improving outcomes for everyone. We want to understand and work alongside the community to ensure these services and support systems are accessible and appropriate irrespective of income, age, gender, ability, ethnicity, religion or location.

We recognise the wide range of capacity and capability among communities both geographical in nature and those of interest or identity. We anticipate and respond flexibly to diverse needs, support those who are in greatest need and acknowledge that one size does not fit all - people will guide us in what is most important to them.

Practices that exclude and discriminate contribute to isolation and reduced trust. Where communities are able to respond to injustice and contribute to policies, plans and delivery, the result is a more effective use of resources and improved equity and access.

We will
Develop and enhance relationships with tangata whenua via mana whenua and Te Hononga.
Build, nurture and strengthen relationships with Pacific communities.
Continue to build on the relationships and achievements developed with multi-ethnic and multicultural communities through the Multicultural Strategy - *Our Future Together.*
Harness the strengths of diverse communities and address issues of social exclusion including the digital divide.
Support groups involved in providing access to arts, culture, heritage, recreation, and those who care for the environment.
Facilitate and promote lifelong learning opportunities for all.
Work with others to reduce loneliness and social isolation, with particular focus on intergenerational approaches.

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Te ~~Whenu~~ Pou Tua rua: Te Whenua

~~Goal~~ Pillar 2: PLACE

We support and help build connections between communities and their places and spaces to foster a sense of local identity, shared experience and stewardship.

"Place is about geography - but also about memory and imagination. People make places even as places change people. Places are secured by individual and collective struggle and spirit. Place is where culture is made, where traditions and histories are kept and lost, where identities are created, tested and reshaped over time" The Power of Place National Museum of African American History and Culture

What you told us

- You want welcoming, inclusive spaces that are affordable, safe and accessible.
- Local and citywide events are highly valued.
- The impact of residential intensification on local communities needs to be addressed.
- You want more opportunities for intergenerational activities.
- Public amenities need to be of a design that encourage more connection.
- Community input into the design process is critical.
- We care for our environment.

People intentionally create social interactions and bonds through common interest, aspiration and passion. It is these networks of relationships and goodwill among people that create sense of community and feeling of connection. It is through sharing public spaces and places, that these bonds are strengthened.

We provide a wide range of public spaces, including libraries, parks, reserves, playgrounds, aquatic centres, heritage, environmental trails, coastal areas, recreation and sports facilities. We support activities and initiatives that create meaningful, life-enhancing connections

We will
Encourage communities to create and sustain a sense of local identity and ownership.
Work with new and ~~emerging~~ changing communities in both rural and urban areas to build a sense of identity and belonging.
Support the community activation and kaitiakitanga of public places and spaces.

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Te ~~Whenu~~ Pou Tuatoru: Te Mahi

~~Goal~~ Pillar 3: PARTICIPATION

Residents and groups in the wider community are socially and actively engaged and are able to initiate, influence and make decisions that affect their lives.

"It's time to explore a new model of governance, one based on a re-energised civil society that draws on the strength and resourcefulness of people working together in diverse local and regional communities – a localist response." Future of local government declaration (2017)

What you told us

- You feel at times that decisions are often predetermined making you question the authenticity of community engagement.
- Information needs to be accessible and easy to understand.
- A lack of personal resources or confidence hinder the ability to engage at times.
- Working with community takes time - relationships and trust are critical.
- There is a lack of awareness about opportunities to engage – we need to tailor engagements better.
- Bring new people into discussions, not just the same people.
- Young people, including children, have valuable contributions to make.
- Council is very difficult to engage with – reduce the red tape and silos.

Democracy requires active citizenship to create governance "of the people, by the people, for the people." Local governments have a responsibility to engage community members in a robust and equitable manner in order to effectively carryout their key functions. Working towards a co-design approach to actively involve communities in decision-making.

Where communities have well developed skills and influence, they are more able to achieve the changes they want to see that will help improve their quality of life. Such communities are organised, able to maintain membership and participation and empowered to take collective action on the things that matter to them and have the capacity to plan for, implement and sustain change.

Volunteering helps us to build ~~a~~ more cohesive, safer, stronger communities, increasing ~~the~~ social network~~s~~ between communities, ~~and~~ neighbourhoods and individuals.

We will
Empower and equip residents and groups to participate in decisions affecting their communities and neighbourhoods.
Increase general understanding of ~~the~~ Council's decision-making process~~es~~ and ~~how~~ support people ~~can~~ to have their say.
Provide well-informed support and advice to elected members for effective decision-making and community engagement.

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Increase volunteering opportunities across the Council and the wider community and support the organisations providing such opportunities.

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Te ~~Whenu~~ Pou Tuawh**ā**: Te Takat**ū**

~~Goal~~ Pillar 4: PREPAREDNESS

People feel safe in their communities and neighbourhoods and work together to understand, adapt and thrive in the context of change and disruption.

"The world doesn't change one person at a time. It changes as networks of relationships form among people who discover they share a common cause and vision of what's possible. Community is the answer. Community is the unit of change. The only way we get through difficult times is together." Meg Wheatley

What you told us

- Use research and datasets intentionally to identify and prioritise work.
- Use appropriate information channels (formal and informal).
- Continue to support the community and voluntary sector - grant funding is important.
- Nurture community leadership.
- Address not only the perception of safety but also the reality.
- Communicate change and risks in a timely fashion and reach deeper into local populations.

As we prepare for and adapt to the effects of climate change, community capacity building has clear benefits. Communities have unique insight into the issues that affect them, so their contributions in planning and facilitating responses, recovery, or adaptation are critical.

The preservation of local and city networks, and the consistent contributions of core community group members over long periods, maintains readiness and agility to meet both predicted and unexpected change. Equally important is how we support and enable existing and emerging leadership and new ideas. This is climate resilience.

We will
Work with communities to prepare for and respond to emergencies, and also increase climate resilience and adaptation action.
Support the capacity of the community and voluntary sectors to understand, plan, adapt and respond to risk, disruption and change.
Support neighbourhood and city-wide initiatives aimed at increasing a sense of neighbourliness, safety and wellbeing.

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Ngā Āpititanga

Glossary

Co-design - early input from stakeholders in a design process. People become partners in the process and the delivery.

Co-Governance/Localism - Doing everything at the lowest possible community level and involving government only if absolutely necessary. (This is also known as subsidiarity and decentralisation).

Community resilience - The sustained ability of a community to use available resources to respond to, withstand, and recover from adverse situations.

Community Led Planning (CLP) - a step-by-step process that enables every citizen to participate in and contribute to improving the social, economic, environmental and cultural well-being of their local area. It relies on people coming together locally, to research local needs and priorities and to agree on a range of actions that will help to improve their neighbourhood.

Equity - Ensuring people have what they need, making things fairer so they can reach their full potential.

Pou - pillar

Resilience - Adapting well in the face of diversity, trauma, tragedy, threats, or significant sources of stress.

Social capital - defined as "features of social organisation such as networks, norms, and social trust that facilitate coordination and cooperation for mutual benefit" Putman. There are three types of social capital - bridging capital, bonding capital and linking capital.

Social cohesion is achieved by building social capital, increasing mobility and reducing exclusion.

Social exclusion where people are unable to participate fully in social, cultural economic and political life and where society can exclude people for a range of reasons.

Tangata Tiriti- 'people of the treaty' refers to all non-Maori citizens of New Zealand.

Te Whenu – Goal, objective.

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Te Haumako Te Whitingia

*ō*tautahi Christchurch Community Strategy

Implementation Plan ~~2021- 2026~~2022-2027

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WHAKATINANATANGA

Implementation

Here we outline our priorities for the next three to five years. While not a comprehensive list of what we do, it highlights activities that will significantly contribute towards achieving our goals and objectives.

Delivering this strategy is a Council-wide endeavour. The strategy aims to influence the community outcomes, and will often involve working through complex relationships and interdependencies. We don't act alone, and rely on partnerships and collaboration with key stakeholders and communities across the organisation and city.

Monitoring and reporting

We will measure our performance annually against the objectives of the strategy, using a mix of quantitative metrics and narrative case studies to illustrate outcomes.

We will establish a cross-Council implementation team that will:

- Report to relevant committees and working groups to show how our goals and objectives are achieved at operational levels as and when required.
- Present community board reports to Council bi-monthly, highlighting local progress.
- Produce community newsletters to share activities and highlight success.
- Track survey data directly relevant to the strategy objectives.
- Monitor agreed actions in our joint Health in All Policies work plan with Community and Public Health and Environment Canterbury.
- ~~Encourage community reporting and feedback and sharing of best practice.~~Encourage community reporting and storytelling to share best practice and highlight social impact.
- Produce an annual implementation plan and community grant funding report.
- Update the implementation plan in 2026.

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Priority Areas

As highlighted in section 'How are we doing?' our latest resident surveys highlighted some worrying trends. As a result, we have identified some key themes that we will to give particular priority to over the next 5 years to achieve real and sustainable change.

Access and Equity	Public Safety	Active Citizenship	Resilience
We will: Work to better understand and respond to those issues that exclude people from fully participating in their communities and across Council services by: - Improving the capture and use of consistent and relevant data - Setting clear targets and milestones - Partnering with communities and others to ensure more equitable and inclusive opportunities for all.	We will: Improve community safety, with a specific emphasis on the central city after dark. Encourage community-led activities that increase volunteering in local neighbourhoods. Support the community activation of public spaces and places to increase a sense of safety, inclusion and belonging.	We will: Improve our engagement practices so people and communities are able to authentically shape and influence their futures by: - Ensuring that the community's priorities, values, aspirations and concerns are incorporated at all levels of the organisation through Policy development, Planning. - Decision-making, Service delivery; and review.	We will: Support and enable communities to respond to the impacts of climate change and emergencies, with a particular emphasis on underrepresented or vulnerable communities.

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Te ~~Whenu~~ Pou Tua tahi: Te Tāngata

~~Goal~~ Pillar 1: PEOPLE

We actively promote a culture of equity by valuing diversity and fostering inclusion across communities and generations.

OBJECTIVE 1.1: Develop and enhance relationships with tangata whenua via mana whenua and Te Hononga.

MAHINGA ACTIONS	EXAMPLES
Promote learning and reference to Te Ao Māori in our work across Council and with communities.	Festivals and events align with Māori dates of significance. Signage and reports use te reo Māori in a respectful and appropriate way. Māori values are reflected in all aspects of our key strategies, policies and plans.
Actively contribute to supporting strong and resilient Māoritanga within mana whenua and tangata whenua communities; fostering and maintaining relationships with Māori community providers and networks across the rohi.	• Increased cultural understanding and competency of staff across the organisation. • A range of events, resources and services to support knowledge and understanding of Te Ao Māori. • Recognise Māori cultural celebrations, such as Matariki, in Council's programme of events. • Maori Non-Governmental Organisations (NGOs) are supported through Strengthening Communities and other Council grant funding.

OBJECTIVE 1.2: Build, nurture and strengthen relationships with Pacific communities.

MAHINGA ACTIONS	EXAMPLES
Provide culturally appropriate channels for Pacific communities to have a voice and to share their culture.	• Increased cultural understanding and competency of staff across the organisation. • The specific characteristics, world views, needs and diversity of each island group are reflected in engagement and influence decision making and service design and delivery. • ~~Support community~~Community leadership and organisational capability and capacity of Pacific groups is supported.
Actively contribute to building strong and resilient Pacific communities, fostering and maintaining relationships with Pacific groups and networks.	• Groups are supported through Strengthening Communities ~~Funding~~and other relevant Council grant funds. • Increased contact between Council and Pacific community groups and networks.

OBJECTIVE 1.3: Continue to build on the relationships and achievements developed with multi-ethnic and multicultural communities through the Multicultural Strategy - Our Future Together.

MAHINGA ACTIONS	EXAMPLES
Work with ethnic communities and sector networks to build capability and to promote and celebrate diversity.	• Increased cultural understanding and competency of staff across the organisation. • Multicultural Advisory Group advice provided to Council influences decision-making and service delivery.

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	• Community leadership and organisational capacity support are provided. • INFORM network is facilitated. • Events and activities are funded and or supported. • Annual Diversity and Inclusion report is published. • Staff support and advice is provided to Council's Multicultural Committee.

OBJECTIVE 1.4: Harness the strengths of diverse communities and address issues of social exclusion.

MAHINGA ACTIONS	EXAMPLES
Continue to enhance the capacity and aspirations of the youth, disability, older adults, rainbow, and other communities of interest or identity.	• Youth and children related initiatives are funded and/or supported. • Activities and events for older adults are funded and /or supported. • The principles of the Accessibility Charter are upheld. • DAG- Disability Advisory Group advice to Council impacts decision making and accessible solutions.
Support and promote community solutions for economic and social exclusion.	• Continued funding and development support to groups and networks focussing on this mahi. • Employment are internship opportunities are equitable.

OBJECTIVE 1.5: Support groups involved in providing access to arts, culture, heritage, recreation, and those who care for the environment.

MAHINGA ACTIONS	EXAMPLES
Grant funding enables the delivery of a broad range of opportunities at community board and metropolitan levels.	• Annual funding report • Celebrate community outcomes via storytelling. • Number of events, activities • Number of volunteer hours • Number of people who participated
Provide accessible information on the opportunities available locally and citywide, through appropriate channels.	• Community Newsletters • Community networks and forums • Translated information where appropriate • Sector networks are supported

OBJECTIVE 1.6: Facilitate and promote lifelong learning opportunities for all.

MAHINGA ACTIONS	EXAMPLES
Encourage active participation and connection to non-formal community-based learning opportunities.	• Activities funded or supported that enhance personal growth, health and well-being, active citizenship. • Support for people to upskill i.e. technological competencies and innovation for older adults. • Engagement with Council's library programmes. • Intergenerational learning opportunities are supported.
Encourage and support opportunities for cross cultural learning and connections.	• See implementation for the Multicultural Strategy.

OBJECTIVE 1.7: Work with others to reduce loneliness and social isolation, with particular focus on intergenerational approaches.

MAHINGA ACTIONS	EXAMPLES
Support community initiatives that encourage opportunities for social connections, building friendships and increasing neighbourliness.	• Cross-generational activities where young people and older adults can connect. • Promotion of clubs and hobbies.

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	• Neighbourhood Days, BBQs and street initiatives.

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~~Te Whenu Tuarua~~Te Pou Taurua: Te Whenua ~~Goal~~Pillar 2: PLACE

We support and help build connections between communities and their places and spaces to foster a sense of local identity, shared experience and stewardship.

OBJECTIVE 2.1: Encourage communities to create and sustain a sense of local identity and ownership.

MAHINGA ACTIONS	EXAMPLES
Enable and support community-led placemaking initiatives.	• Effective activation of placemaking initiatives. • Funding provided. • Number of collaborative relationships we have. • Youth Audit tool used for design and review phases
Work with volunteers to encourage care for their local neighbourhoods.	• Volunteer numbers, public planting days. • Schools in local parks, volunteer numbers from libraries, graffiti team etc. • Physical area cared for.
Support local events that connect people.	• Neighbourhood weeks, local awards, celebrations, our events and festivals. • Local grassroots initiatives supported.
Actively support and advocate for the arts, play, active recreation and sport to enhance wellbeing and community connection and foster regional pride.	• Improved promotion of and participation in community arts, play and sport and recreation opportunities across diverse communities. • Activities funded and supported.

OBJECTIVE 2.2: Work with new and ~~emerging~~changing communities in both rural and urban areas to build a sense of identity and belonging.

MAHINGA ACTIONS	EXAMPLES
Initiate engagement with residents and stakeholders in new and ~~emerging~~changing neighbourhoods (including the central city).	• Community development assistance provided. • Local community building events are supported. • ~~Communities are supported to adapt to intensification.~~Communities are supported to thrive as density increases.
Help establish residents associations and community groups as requested.	• Residents Association Policy review • Number of groups supported including new residents associations (both formally recognised and informal).
Help welcome and settle new residents	• Community development advice and support provided.

OBJECTIVE 2.3: Support the community activation and kaitiakitanga of public places and spaces

MAHINGA ACTIONS	EXAMPLES
Support community-led activation and management of facilities and public spaces through a partnership model.	• Network Facilities Plan implementation • Number of community groups managing local Council facilities. • Parks environmental and community partnership programmes
Encourage and promote volunteering opportunities.	• Volunteer events promoted on Facebook and website.
~~Continuous~~Provide development of volunteer programmes to upskill and recognise our volunteers.	• All volunteers recorded in Better Impact database.

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| Support organisations working with volunteers. | • Partnering with Volunteering Canterbury.
 • Supporting volunteer recognition and capability. |

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Te ~~Whenu~~ Pou Tuatoru: Te Mahi

~~Goal~~ Pillar 3: PARTICIPATION

Residents and groups in the wider community are socially and actively engaged and are able to initiate, influence and make decisions that affect their lives.

OBJECTIVE 3.1: Empower and equip residents and groups to participate in decisions affecting their communities and neighbourhoods.

MAHINGA ACTIONS	EXAMPLES
Ensure mana whenua are represented, as a decision-maker in all areas of mutual interest.	• Papatipu Runanga Committee • Engagement reporting
Ensure local government engagement processes are appropriate, with clear pathways to involvement.	• Relevant resident surveys • Increased number and diversity of submissions • Presentations/deputations to community boards and Council. • Trialing and sharing engagement innovations.
Increase participation of children and youth to enable them to influence decision-making; nurture emerging leadership.	• Youth-related initiatives are funded and supported. • Council/youth partnerships or collaborations underway. • Civics training provided
Stimulate more interest in local democracy, especially electoral participation.	• Presentations/deputations to community boards and Council. • Access "How to" guides developed.

OBJECTIVE 3.2: Increase general understanding of ~~the~~ Council's decision-making process~~es~~ and ~~how support~~ people ~~can~~ to have their say

MAHINGA ACTIONS	EXAMPLES
Let people know how they can influence what happens in their communities and how they can have their say.	• Provide timely and accurate information via social media, written material and face to face on how people can provide targeted feedback. • Communities understand the difference between compliance and where they influence.
Let people know what happens to their feedback.	• Clearly explain what decisions are to be made and provide updates at every stage of the process so those providing feedback are aware of all the information influencing decision-makers.

OBJECTIVE 3.3: Provide well-informed support and advice to staff and elected members for effective decision-making and community engagement.

MAHINGA ACTIONS	EXAMPLES
Document and share community issues and trends.	• A deep understanding of community issues developed through ~~robust~~ building trusted relationships. • Community profiles are evidence-based ~~that~~ ~~developed to~~ inform decision-making and actions incorporating equitable contributions.

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	• Council reports and funding recommendations are <u>reflective of the communities' needs and aspirations</u>~~evidence-based~~.
Develop Community boards' plans across the city.	• Community board plans ~~completed and are~~ reflect<u>ive of</u> ~~ive of~~ community needs and aspirations. • Resident survey - ~~trust in~~<u>show improved trust in</u> decision-making.
Staff across council work together more seamlessly to respond to community needs and aspirations.	• Cross unit/team working groups and project teams. • Using local knowledge in planning and delivery. • Examples provided in outcomes reporting.

OBJECTIVE 3.4: Increase volunteering opportunities across the Council and the wider community <u>and support the organisations providing such opportunities</u>.

MAHINGA ACTIONS	EXAMPLES
Support and acknowledge volunteers and those managing volunteers.	• Maximise use of the Better Impact database. • Policies for volunteer events and sufficient oversight. • Training and mentorship for those managing volunteers. • Acknowledge and take part in national days of celebration for volunteers.
Promote and direct people to our volunteering opportunities.	• Website, social media, word of mouth, attendance at community forums.
Explore Council skills-share with community groups.	• Corporate Volunteering

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Te ~~Whenu~~ Pou Tuawh**ā**: Te Takat**ū**

~~Goal~~ Pillar 4: PREPAREDNESS

People feel safe in their communities and neighbourhoods and work together to understand, adapt and thrive in the context of change and disruption.

OBJECTIVE 4.1: Work with communities to prepare for and respond to emergencies, and also increase climate resilience and adaptation action.

MAHINGA ACTIONS	EXAMPLES
Support and resource community approaches to sustainable environmental practices and climate action.	• Community gardens, food resilience, environmental projects are funded and or supported.
Support communities to develop Community Response Plans, working alongside residents associations, neighbourhood groups, and sector networks.	• Community Response Plans completed. • An established network of community activators share information and approaches. • Rural and isolated communities have plans unique to their particular locales.
Ensure community adaptation plans are developed in key areas across the district impacted by climate change.	• Community plans completed

OBJECTIVE 4.2: Support the capacity of the community and voluntary sector to understand, plan, adapt and respond to risk, disruption and change.

MAHINGA ACTIONS	EXAMPLES
Nurture and support new and ~~emerging~~ existing community leadership through capacity building.	• Community succession and sustainability planning. • ~~Community development advice provided.~~ • Community board level or sector based networks and forums supported and/or facilitated. • Work with the youth and children's sectors to support the development of young leaders.
Work collaboratively with other funders to deliver high trust, community grant funding/social enterprise and other sector resourcing opportunities.	• Collaboratively funded projects under way • Council funding review completed to align with strategy. • Explore innovative ways of reducing organisational costs through joint procurement. • Participatory budgeting.
Acknowledge and support community champions and leadership to manage change well.	• Sector and community networks are supported. • Leadership training opportunities provided.

OBJECTIVES 4.3: Support neighbourhood and citywide initiatives aimed at increasing a sense of neighbourliness, safety and wellbeing.

MAHINGA ACTIONS	EXAMPLES
Develop neighbourhood and metropolitan safety partnerships, identifying priority areas for working together to increase perceptions of safety in the Central City.	• Alliance and safety plan developed. • Dashboard monitoring and reporting system in place. • Increased engagement with diverse communities including rainbow, disability, multicultural, youth and older adults. • Residents initiatives supported.
Deliver our graffiti prevention and removal programme.	• Number of volunteer hours.

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	•	95 percent of requests are responded to within two days.
	•	Graffiti prevention initiatives undertaken.
Community boards working with planning staff to ensure a community-centric response tailor-made for the needs of specific ward areas.	•	The safety issue of rural and citywide communities are understood and evident in planning and supports.

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Attachment B   Item 6. Consideration and Deliberation / Ngā

Implementation

Review of the 2007 Strengthening Communities Strategy identified a lack of implementation and monitoring

Recognise the need to outline how this whole of council direction will be delivered

Implementation needs to be achievable, measurable and agile, adapting to changing community needs

1

Implementation examples

PEOPLE

Level of Service 2.2.5.1 Community partner relationships are prioritised, improved and supported by robust information.

Strategy objective 1.2.2 Actively contribute to building strong and resilient Pacific communities, fostering and maintaining relationships with Pacific groups and networks.

Action In partnership , develop a Pacific community/CCC community action plan

Anticipated results
- Pacific peoples and organisations understand how to navigate Council funding, services and support and feel confident doing so.
- Increased funding and support provided to Pacific communities
- Pacific communities confident in navigating Council services
- Pacific organisations build capacity and capability.

2

Implementation examples

PLACE

Level of Service 17.0.20.2 Place-based policy and planning advice to support integrated urban regeneration, city identity, community leadership and place making

Strategy objective 2.2 Work with existing and changing communities in both rural and urban areas to build a sense of identity and belonging.

Action Initiate engagement with residents and stakeholders with existing and emerging neighbourhoods (including the Central City)

Anticipated results Communities are supported to adapt to intensification

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Implementation examples

PARTICIPATION

Level of Service 4.1.18 Participation in and contribution to Council decision-making

Strategy objective 3.1 Empower and equip residents and groups to participate in decisions affecting their communities

Action We provide advice and support in community engagement, and consultation planning and delivery, to teams across the organisation and to elected members.

Anticipated results
- We understand who is participating in our consultation processes, and we can learn from this to increase participation from targeted groups.
- People are able to engage in Council decision making in ways that appeal and are accessible by them.
- Groups that regularly engage with the Council on planning and decision making know in advance about forthcoming opportunities for input and participation.

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Implementation examples

PREPAREDNESS

Level of Service 2.5.1.1 Christchurch CDEM plans covering local response and recovery arrangements are in place.
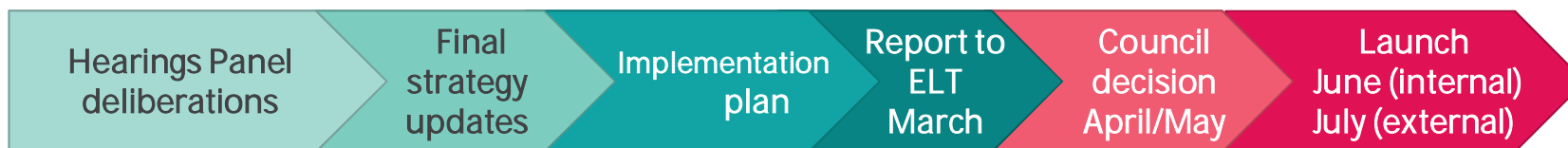
Strategy objective 4.1 Work with communities to prepare for and respond to emergencies, and also increase climate resilience and adaptation action.

Action Support communities to develop Community Response Plans, working alongside residents associations, neighbourhood groups, and sector networks.

Anticipated results
- Community leadership is identified and supported
- Communities feel prepared and supported for disruption
- Better information flow between the community and Council

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Strategy timeline

| Hearings Panel deliberations | Final strategy updates | Implementation plan | Report to ELT March | Council decision April/May | Launch June (internal) July (external) |

* Any extension due to Covid-19 level restrictions will extend the overall timeline

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