

QLDC Council
28 January 2021

Report for Agenda Item | Rīpoata moto e Rāraki take : 2

Department: Corporate Services

Title | Taitara Queenstown Lakes District Community Wellbeing Strategy
– approval for community feedback

PURPOSE OF THE REPORT | TE TAKE MŌ TE PŪRONGO

- 1 The purpose of this report is to seek approval to engage with the community on the draft Community Wellbeing Strategy in February/March 2021.

EXECUTIVE SUMMARY | WHAKARĀPOPOTOTANGA MATUA

- 2 The four community well-beings – social, economic, environmental and cultural – were reintroduced into the Local Government Act in 2019. This legislative change acknowledges that local government also has a broader role in fostering liveable communities, than simply delivering core services.
- 3 The purpose of the draft Community Wellbeing Strategy is to help QLDC to better understand and promote the wellbeing of its communities, define its role, identify the different communities in the district, explore different aspects of participation and outline supporting strategies and plans.

RECOMMENDATION | NGĀ TŪTOHUNGA

That Council:

1. **Note** the contents of this report;
2. **Approve** the draft Queenstown Lakes District Community Wellbeing Strategy for community feedback in February/March 2021, subject to any minor amendments.

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14/01/2021

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CONTEXT | HOROPAKI

- 4 In 2006, 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 the remit of other strategies, such as economic development or housing.
- 5 Since this time the Queenstown Lakes communities have grown and changed, and most recently have been dealing with the challenges presented by the COVID-19 pandemic. QLDC is a high growth council, and is 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 focusses purely on the community aspects of our work.
- 6 The draft strategy has been informed by many conversations with the community and Council between 2018 and 2020 (as outlined in the community consultation section below) and a further set of focus groups is planned to occur over the next few weeks.
- 7 This engagement identified that the following priorities needed to be addressed within this draft strategy:
 - 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.
- 8 A broad range of data gathered through the QLDC COVID-19 Recovery team has been taken into account in the development of this draft strategy. Community wellbeing data from the 2018 Our Community Spaces report and the 2018-2020 Quality of Life surveys¹ have also been considered.
- 9 The draft Community Wellbeing 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.

¹ <https://www.qldc.govt.nz/community/community-research>

ANALYSIS AND ADVICE | TATĀRITANGA ME NGĀ TOHUTOHU

- 10 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.
- 11 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 build more resilient communities and diverse economies than before COVID-19.
- 12 Following international trends, the New Zealand Government is driving a new focus on community wellbeing, as seen in the 2019 Wellbeing Budget. Government has acknowledged that New Zealanders want to see progress measured by more than economic indicators; they want success measured 'in line with their values – the importance of fairness, the protection of the environment, the strength of our communities.'² Wellbeing will also be the focus of QLDC's He Mahere Kahurutaka | Ten Year Plan 2021 – 2031.
- 13 The purpose of local government (as specified in the Local Government Act) 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.

VISION

- 14 QLDC is committed to promoting the wellbeing of its communities and supporting QLDC staff to consider the community in its pursuit of Vision 2050. Wellbeing is a core component in the achievement of all aspects of this.
- 15 The specific vision for this draft strategy is 'a place to be proud of; where connected communities thrive'.

OUTCOMES

- 16 Wellbeing is the fundamental principle of this draft strategy, and the key outcomes proposed are:
 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 has a strong community focus.
- 17 A set of actions has been defined in the pursuit of each outcome. Optimising existing resources has been a key consideration of setting these draft actions, along with possible partners, to ensure effective implementation is achievable. For example, some of the key actions proposed in this strategy are:

² [The Wellbeing Budget](#), 30 May 2019, p.3

- Amplify, strengthen and support initiatives in the current QLDC Climate Action Plan, with particular regard to Outcome 4: Communities are climate-conscious and resilient.
- Develop youth engagement and resilience initiatives, in particular focusing on climate action and civil defence and emergency management (CDEM) preparedness.
- Work with funders and key government partners to advocate for and facilitate investment in local community sector capacity building.
- Advocate for better healthcare for the district, with a current focus on improving mental health and maternity services.
- Complete a housing strategy that ensures everyone has a place to call home.
- 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.

18 The action plan will be finalised once the consultation process is complete.

OPTIONS

19 **Option 1:** Approve the draft Queenstown Lakes District Community Wellbeing Strategy for community engagement, subject to any minor amendments.

Advantages:

- 20 It demonstrates bold leadership and sends a message to our communities, partners and central government that QLDC is committed to putting community wellbeing first, and that community voice is essential to achieving the Vision Beyond 2050 aspirations;
- 21 It provides an opportunity for all sectors and communities across the district to comment on the proposed approach for achieving sustainable community wellbeing.
- 22 It responds to the Vision Beyond 2050 aspirations.
- 23 The strategy will form the basis for developing a Council framework to deliver on the action plan included in the strategy, subject to public consultation. It will be important to ensure the framework is aspirational but achievable.

Disadvantages:

- 23 There is no codified, coherent framework and action plan for delivering community wellbeing as an organisation. Delivery will continue to be reliant on less joined up approaches, with no broad oversight.
- 24 **Option 2:** Reject the current draft Queenstown Lakes Community Wellbeing Strategy, and ask staff to report back to the new Council with a revised strategy by April 2021.

Advantages:

- 25 This option would provide an opportunity for staff to further refine the strategy but the current timing is designed to show a genuine commitment by QLDC to community wellbeing through its draft 10 Year Plan.

Disadvantages:

- 26 There could be reputational risk to the Council across several sectors by not proceeding with community wellbeing initiatives during a global pandemic, when the community expects action and leadership from local government;
- 27 Other opportunities will need to be identified to demonstrate a cohesive and strategic approach to QLDC's obligations in relation to community wellbeing.
- 28 This report recommends **Option 1**.

CONSULTATION PROCESS | HĀTEPE MATAPAKI:

> SIGNIFICANCE AND ENGAGEMENT | TE WHAKAMAHI I KĀ WHAKAARO HIRAKA

- 29 This matter is of high significance, as determined by reference to the Council's Significance and Engagement Policy because of the level of interest from community, iwi and key stakeholders in community wellbeing – social, economic, environmental cultural – and the importance of community participation to achieving sustainable community wellbeing. The draft Community Wellbeing Strategy is not inconsistent with existing policy and strategy. It aligns to the Vision Beyond 2050 statements and the 10-Year Plan.
- 30 The persons who are affected by or interested in this matter are residents/ratepayers of the Queenstown Lakes District community, businesses, community organisations, other local and central government agencies, and Council staff.
- 31 The draft 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, iwi 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.
- 32 The Council will undertake focus group workshops in Queenstown and Wanaka through the feedback period in February/March 2021. These groups will include representatives from communities, business, the social sector, Southern DHB and central government agencies.

> MĀORI CONSULTATION | IWI RŪNANGA

- 33 Council staff have discussed the draft Community Wellbeing Strategy key outcomes and actions with Aukaha and Te Aō Marama. Through the consultation period in February/March 2021 Council staff will continue consultation with Aukaha and Te Aō Marama to ensure all Kāi Tahu aspirations are acknowledged appropriately in the

strategy. Council staff will also ensure local Māori residents and Māori community organisation representatives are part of proposed consultation focus groups.

RISK AND MITIGATIONS | NGĀ RARU TŪPONO ME NGĀ WHAKAMAURUTANGA

34 This matter relates to the Community & Wellbeing risk category. It is associated with RISK00056 ineffective provision for the future planning and development needs of the district within the QLDC Risk Register. This risk has been assessed as having a moderate inherent risk rating.

35 The approval of the recommended option will support the Council by allowing us to implement additional controls for this risk. This shall be achieved by implementing a strong community focus to all Council work. Putting community wellbeing first in all considerations will support mitigation of the risk.

FINANCIAL IMPLICATIONS | NGĀ RITENGA Ā-PŪTEA

36 There are no additional resources required for the 2020-2021 financial year with work expected to be undertaken within existing budgets. Resources and budget to deliver the actions outlined in this strategy will be sought through future budget processes.

COUNCIL EFFECTS AND VIEWS | NGĀ WHAKAAWEAWE ME NGĀ TIROHANGA A TE KAUNIHERA

37 The following Council policies, strategies and bylaws were considered:

- The draft Community Wellbeing Strategy is aligned to the principles of the Vision Beyond 2050, in particular to Thriving People and Disaster-Defying Resilience.
- Related policies, strategies and bylaws (including Management plans) are:
 - 2019-2022 Climate Action Plan
 - 2021 draft Spatial Plan
 - 2018-48 Infrastructure Strategy
 - Risk and Resilience Framework
 - Organisational Development Strategy
- The QLDC Disability Policy has been considered in the development of this draft Action Plan.

38 The recommended option is consistent with the principles set out in the named policy/policies.

39 This matter is not included in the Ten Year Plan 2018-2028 as the legislative requirement to consider the four wellbeings was not reintroduced into the Local Government Act until 2019. The draft Community Wellbeing Strategy will align with the community outcomes proposed in the draft He Mahere Kahurutaka | Ten Year Plan 2021 – 2031.

LOCAL GOVERNMENT ACT 2002 PURPOSE PROVISIONS | TE WHAKATURETURE 2002 O TE KĀWANATAKA Ā-KĀIKA

40 The recommended option:

- Will help meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses by ensuring all communities can voice their ideas and opinions about proposed initiatives.
- Will help promote the social, economic, environmental, and cultural well-being of communities in the present and for the future (LGA s10 (1) (b));
- Can be implemented through current funding under the Ten Year Plan and Annual Plan;
- Is consistent with the Council's plans and policies; and
- Would not alter significantly the intended level of service provision for any significant activity undertaken by or on behalf of the Council, or transfer the ownership or control of a strategic asset to or from the Council.

ATTACHMENTS | NGĀ TĀPIRIHANGA

A	Draft Queenstown Lakes District Community Wellbeing Strategy
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