

**South Waikato's
Community Outcomes
"2020 Vision for our Future"**

South Waikato

Needs Summit

21 October 2005

Workshop Report

**Location
Te Wananga o Aotearoa
Tokoroa**



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Waikato
District
Council**

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Executive Summary

South Waikato's Community Outcomes have been identified through community consultation over a period of several years. The Needs Summit worked at three levels.

1. Signing off Community Outcomes for the South Waikato District.
2. Identifying lead partners and lead organisation to contribute advancing the Community Outcomes.
3. Introducing a measuring and indicating requirement for each Community Outcome.

The purpose of identifying Community Outcomes is to promote better co-ordination of community resources within the District. Council will be monitoring and reporting progress made by the community in achieving Community Outcomes. Reporting this information back to the community will support evidenced based decision making.

Key groups attended the Needs Summit to network and get a "heads up" on the new process set out in the Local Government Act 2002.

Consultation between groups and individuals is ongoing. This forum is a milestone in this process.

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Introduction

The Local Government Act 2002 requires all Councils to consult with their local communities to identify Community Outcomes and measures and indicators. Community Outcomes are statements of what communities want to achieve, now and in the future. Their purpose is to provide guidance to local groups and organisations.

Identifying South Waikato's Community Outcomes

South Waikato's Community Outcomes have been identified over a period of several years through various consultation processes. An initial set of Community Outcomes was identified in 2003 by holding workshops with many community organisations and groups. The Community Outcome statements were also verified at that time through a telephone survey of South Waikato residents. The Community Outcome statements identified in 2003 were the starting point for a more recent update. Additional consultation in 2005 included household and youth surveys, hui, fono, community workshops, and ongoing discussions with members of local communities. While the consultation has been largely undertaken by Council, the resulting Community Outcome statements are not owned by Council. They are a separate resource for all organisations to draw on. The purpose of identifying South Waikato's Community Outcomes is to promote better co-ordination of community resources within the District.

Monitoring and Reporting Progress

Council has an obligation to monitor and report progress made by the community towards achieving South Waikato's Community Outcomes. The Needs Summit calls for lead partners and organisations to contribute to the whole process to their capacity and capability.

Disclaimer

The Needs Summit was videotaped. The Audio visual material has been used to produce this report. Key speakers have been transcribed and are identified by quote marks. Otherwise the notes are paraphrased. Some omissions in the transcriptions were made for ease of reading. Roddy Young Policy Planner did the transcribing. Peer review by Paul Killerby(Council's Strategic Manager. Council does not take responsibility for the accuracy of the material or decisions made from reading the material. Any reference to this work must be checked with the person who spoke on the video tape. Primary source referencing with the organisation or the speaker is the responsibility of the reader.

Mayoral introduction to 21 October 2005 Needs Summit

Welcome in Te Reo Maori by Mayor.

"Welcome one and all to something new that is happening in Local Government."

In 2002 the Local Government Act came into force and gave us all sorts of new areas in which to handle. We had the four wonderful wellbeings" (Social, Environmental, Economic and Cultural), "Then the next thing that they said that we had to start looking at was the Community Outcomes. And so everywhere you go in Local Government, Community Outcomes and the Long Term Council Community Plan are being discussed."

"That was the start of the road and today we are looking to see where that road is going to take us because we, now, in Council even more than ever, are interested in the community's thoughts and visions of where we are going. It is not Council's plan, this is the Community's plan. What do you want the District to look like in ten years time. This is a bit of a change in thought patterns for Councillors because, too often as politicians we think our governments work in trienniums, how am I going to get re-elected in three years, what takes place in three years. This there fore means we have to look at our vision and say what is going to take place and where are we going to be in ten years time".

"Today this is not just a talkfest about where we want to go. We are also going to come to an understanding of how that is going to take place and just not talk and not get anywhere".

"So maybe the concept of a road has to be changed a little bit. Maybe we have to think 'how do we all get into that same waka and start rowing to get to the destination.'" Because when we are together as a Council and a community and all start rowing together we will get to our destination."

"So today your needs, your discussion, is going to start to define where does the South Waikato District go from here. What do we want, how are we going to do it, how much effort are we going to put into it, and so at the end we can say 'Gosh we have done well. It is a good District. We are proud of it and we are going to stand tall."

Waiata sung for Mayor by Rees Fox, Jeanette Black, David Hammond.

Chief Executive Jeanette Black stands and welcomes people gathered

"I will introduce you to those Outcomes and what Outcomes have been identified".

"The Key for today and, perhaps the next few months, and it start here today, is to find a way to achieve those (Community Outcomes)". "We want to define the concept of a lead organisation and partnerships and ways of achieving these outcomes". "We have an obligation to make Community Outcomes happen". "So they do not just sit in a document."

Group Manager of Community Development David Hammond invited to speak.

"This is the first heads up and key thing is how do we work together to achieve our Community Outcomes".

"Our population is not growing from census. Fallen by a couple of thousand in the 1990's to 23,742 people".

"We are culturally diverse 29% Maori and 19% Pacific Island. We have gone to those communities for input into the Community Outcomes study as we have with the youth population."

"We are a young community with more households with younger children than anywhere in New Zealand. One third of the District's people are under 14 years of age compared to 25% nationally.

"A very culturally diverse profile. We have twice the national average fluent in Te Reo Maori".

"85% of South Waikato residents in 2004 felt safe in our community".

"Why do people live here? The main things people surveyed said was community atmosphere, central location, recreation opportunities and great lifestyle".

"Local economic activity in 2005 increase 12% from 2004. 230% increase in farm building over three years. People are coming in to buy and invest and do up homes".

"Tourism statistics are up. In 2004, 215 beds were available, from 270 in 2000. A camping ground closed so this accounts for the decline. Visitor night numbers are down".

"South Waikato News had 106 jobs ads in April 2005 compared to 56 in April 2004. Tokoroa had a 62% drop in unemployment from last year. In December 2004 quarterly unemployment was 7.4% compared with 3.6% for national average".

Social indicators are variable. In 2001, 50% of people in the District earned less than \$17,627. 55% are in the most deprived categories for the average for New Zealand. Maori and Pacific Islands are represented in those statistics. We have highest deprivation areas in New Zealand".

"This is a very small snapshot. The State of the District Report will have a fuller range of facts".

"Are facts good enough? The answer is "no!" It is very interesting and it gives some kind of picture, but it is not good enough for us in future to measure how well we are doing on our community outcomes".

"Each Community Outcome statement has to be measured in its own right. We are needing help from organisations here and other organisations to understand how to measure each of these Outcomes Statements. What are the proper indicators that we should be using?

"I think that we are coming to the end of using very general statistics in this kind of a way and we now need to move into the future measuring them in a far more

targeted way. What we need to see in future is that organisations that have a lead role, or indeed partnership role in these outcome areas actually get to grips with the situation in that area. Also what are the key measures they themselves define? What are the key measures that we should be using? Together we are able to put that into a State of District-type report that we can measure as we go forward."

"That is the real need."

"Community Outcomes are basically future aspirations".

"They are what the community would like to see in future happen".

"Focus groups looked at the Social, Environment, Economic and Cultural wellbeing of the community".

"(Community Outcomes) They are aspirations of where the community would like to be in the future. And that presents some very interesting challenges for us as organisations that often are need-based and priority-based. That we respond to aspirations of the future and there is a gap between those two things".

"What are the needs right now and what are the aspirations that people want to see for the future? And that is a challenge to wrestle with. Council planning is now based around the achievement of Community Outcomes. Basically the highest level planning that we do is at the Community Outcomes level".

"We are going through an LTCCP development. That's a Long Term Council Community Plan, or a ten year strategic plan development, at the moment that seeks to show an alignment between the smallest activity we do through the strategic goals to the Community Outcomes that we are targeting. That's a challenge in itself. But that is the goal. Every activity is linked to a structure and it can flow and you can see what is happening on the road or whatever, right the way through to the Community Outcome that is targeted and that is our challenge".

"The Local Government Act 2002 say that Council is to facilitate this process of developing Community Outcomes and working on them, but it is not charged 100% as the body that will achieve Community Outcomes. We know that it is not the case and, as organisations, it can not be the case. The Council has a certain amount of outcomes that it can respond to and it works in partnership with others. But this is a collaborative effort right across the community, right across the Ministries, across the Regional levels and across the District and community levels. To achieve Community Outcomes requires people involved in all those levels".

"District Councils and Regional Councils under the Act are charge with putting together some kind of structure for collaboration. In other words, working with others towards Community Outcomes and then to measure success against that. To keep the system rolling".

"Community Outcomes have a link to the LTCCP's but they are not about LTCCP's. The Community Outcomes, and the collaboration process, is its own process and a separate process in Local Government. It feeds down into LTCCP's as it feeds down into other documents that we do. But the process itself sits outside, in many ways, of the Council walls and it sits there in the community and it creates a community resource for all organisations to tap into and to see how they can respond to it".

"Council is the organisation that has a statutory responsibility to respond to Community Outcomes and other organisations, at this stage, don't have that same statutory responsibility. That is quite a discussion point amongst our organisations as well. Where the motivation or the obligation or the social responsibility comes in every organisation they will have their own response to that".

"This is the second time we have taken Community Outcomes out into the community. There is a growing expectation from our community that this is a foundation for everybody, regardless of what the organisation is responding to. There is a growing expectation that is building out there and the Act has put that in place. It is really a grass roots type approach to process when it comes to our community and they have high expectations that organisations, not just the Council, will be driven by the Community Outcomes. In fact I do not think that is quite the case. But I do think it is a growing expectation that is a challenge to us all".

(In reference to a question on the Deprivation Index by George Moss who suggested making a target 10 (worst) and raising it to 9)

"If you are the lead organisations or the lead provider, can you take some ownership over understanding the issues that are in the Community Outcome areas. It is telling us what the indicators that we should be measuring are, and actually getting the information together to measure those".

(George Moss said "if the area is jobs, SWEDT is a partner, if not we are a lead provider. We have an interest in it.)

"It is not for a council to just blot together all the statistics. It is just not the right way to go. We have only a snapshot and we have a certain perspective. I really want the people who are in those areas to be telling us and to be understanding the need on their own area and contributing that forward, rather than me from a Council perspective. It just does not work".

"How do we develop a more living Community Outcomes process in future? We are aware that the Community Outcomes themselves kind of get static at a period of time. You get locked into one process and you get committed to going down that path of development. You probably get to a set of Outcome Statements that reflect the process that you have chosen, but we are not comfortable to sit with that ourselves as Council. We do recognise that there are probably better ways of being able to capture the Community Outcome statements as you go along through the next three years. We are interested in hearing some ideas. We have heard some ideas already. For example, why don't you develop a website which has Community Outcomes on them and organisation to go and link into that actually contribute to Outcome Statements.

It is an interesting idea. I want to throw that open to other organisations to contribute also because, at the end of the day, we as Council don't want to be constricted by the process that we choose. We actually want to have process that reflects the way organisations and the communities develop their Community Outcomes".

(Ministry of Social Development- What are the sectors in the focus groups that put the first Community Outcomes together?)

"The interesting thing about this is no one group has the mandate to accept the Community Outcomes and resolve them and say these are the Community Outcomes. Actually nobody has that mandate and so it relies on a collaborative approach from all and a level of agreement that they are a fair reflection of the process".

(George Moss) Skills gap. Employers want more people and the people want more jobs. The gap is that the people are trained in areas where there are limited jobs and the jobs on offer are in areas where people have limited skills. How is the measures and indicator process going to address a Community Outcome? South Waikato Economic Development Trust (SWEDT) is a lead partner in this area. Look at the indicators and say what they are. SWEDT wants to have Council come to them with measures and indicators that tell a story. SWEDT then wants to say how it sees the indicators, and then SWEDT wants to have a consultation with Council and work out the measures and indicators together".

"Should we take a priority approach (to Community Outcomes)? Council came out of a workshop saying no".

(Community Outcomes) "Cannot line up with perception approach. It is not a list it is a group".

Keynote Speakers

Owen Pau'u Ministry of Pacific Island Affairs

Owen is a policy Ministry and does not deliver services. However, we work and assist with different agencies in delivering some of the services. As well as advising them accordingly on how to deliver services for the Pacific Communities. Social and economic prosperity for Pacific Island people is our Mission statement. We want to be a leader in public policy for delivering for Pacific Island people in New Zealand. Our outcomes are to remove barriers and constraints, promote opportunities and effective communications and targeting decision-makers and educate on how to deliver services and communicate with Pacific Island communities. Economic side of Pacific Community. It can improve our economic status. It is not that we want our Pacific community to prosper in New Zealand but that we want our community to contribute to the economic development to this country. We want to see New Zealand as a prosperous country. We see the lack of home ownership with the Pacific Island community and also the numbers of people in houses as it has a health effect. Justice and social services. Ww want to see a reduction of young people offending in crimes and violence.

Susan Jolley Ministry of Social Development, Rotorua

Ministry of Social Development provides strategic advice to Government for more than one million New Zealanders. Units include:

- The Office of Youth Development.
- The Office for Disability Issues.
- The Office for Senior Citizens.
- The Office for the Community and Voluntary Sector.

- The establishment of the Families Commission.
- Ministry looks after Work and Income.
- Enterprising Communities.
- Family and Community Services.

The Ministry is really concerned with social development and it is quite different from the Ministry of Social Welfare. Social development is a lot broader than social welfare. The other functions of the Ministry clearly show this.

Regionally, the above organisations can really add value to the Community Outcomes at a grass roots level. Our Ministry puts out a Social Report at a regional level that is used as a set of indicators that refer to life expectancy, participation in education, housing, income and health and similar types of data. The Ministry has some data now at District level. We have a role to work closely with Community Outcomes. We work with the same people who formed the Community Outcomes. Central Government does not have a separate bucket of people. We are asked to deliver goods and services to these people and to look after them. We represent Bay of Plenty. South Waikato District comes within BOP for some services and Waikato for others. South Waikato District can turn both ways and get sunshine on each side from BOP and Waikato. What is the motivation to work together?

In BOP we have a model that identifies ways central and local governments can be working together. Nine Councils and 22 central government agencies have signed up together. They have engaged already, some with a policy development function to evaluate with current data how we are doing.

This team will look at monitoring this process. We have a regional team and a local focus team (BOPCOP and Intersect). When we identify an issue and it reflects an Outcome of that community that we might start to look at interagency projects that really pull in community groups, Iwi, training, youth and anybody that might have a vested interest. We are interested in improving people's social outcomes and that is what we are primarily about.

John Snook, Academic director Waiariki Institute of Technology

"We are a polytech under the Education Act. We are charged with vocational and applied education in New Zealand. We are a regional Polytech. (Campuses: Tokoroa, Taupo, Whakatane and Rotorua.) We directly map onto some of your Community Outcomes with a process that we do for central government called Charters and Profiles. It maps out what we do, who we do it with and what that means for the community. We are intimate with the community because we are a community-owned organisation. The community has representation on our Board of Governors and a Council representative on that Board also".

"We invite you to take part in our Advisory Committees, of which we would love to see more of the community represented. Advisory Committees inform on our courses and devise our curriculum and inform us to better understand your needs. We invite business groups, adult education groups and District Councils and business owners to become involved in those. We are going out and building these bridges. We are acutely aware that some of them are not as good as they

could be and some are non-existent. We are charged with doing a better job in that respect. We would appreciate at any stage how we could do it better”.

“Our Profile is out for community consultation at the moment. It specifically looks at Tokoroa, around what is to be delivered and how it is to be delivered. As unemployment decrease in this country we are looking at life long education with an in-work student population. We have to come up with different ways to deliver education and to deliver it to a more dispersed community. How do we get it out to the wider community and do it in an economically viable way as well as educationally viable way. How do we bridge the compulsory education sector to tertiary education sector and on to employment?”

“With Tertiary Education Commission (TEC) help we set up a Rotorua Tourism Incubator to generate ideas around growing tourism. If the profile is approved in the next couple of months then our plan is to have a Tokoroa Economic Incubator. It may become an economic driver rather than tourism driver. We want to provide a safe and knowledgeable environment to incubate ideas and set business. We can and do track key outcomes and report back. We have to report back on things like course completion, successful outcomes in terms of how many of our graduates go through onto employment, what are the levels of education in a region, successful secondary education and successful tertiary education”.

“We are already collecting this kind of information by gender and ethnicity. We have data in terms of tracking those outcomes into the future and we have major programmes and can track their desirability into the future. We are committed. We are here as part of the community and, right now, you have an opportunity to have a say through our website on our future”.

David Hammond South Waikato District Council

Davis says it is good to hear that organisations have data and that it is our hope that the State of District report is fleshed out with that data.

Gary Knighton from Environment Waikato Regional Council.

What is needed is a partnership between us and stakeholders in South Waikato area. We do not have solutions for all the issues in South Waikato’s Community Outcomes.

Water quality is a key issue for Environment Waikato. “We are concern about intensification of agriculture on water quality. How the conversion of forestry to dairy is going to affect water quality. Higher stock rates and more use of artificial fertiliser are areas we are monitoring. Given trends, it is unlikely we are able to keep current water quality standards. The trade-offs between environment and economic are going to be come more obvious. Our approach covers education and advice through to regulatory considerations. We want to show the stark contrasts between environment and economic and show what some of the scenarios are, which will include water allocation options. So we need strong partnerships in the communities to work with farmers. South Waikato District Council, industry and Iwi are lead partners that directly relate to water quality and land use”.

Land Transport Environment Waikato has land transport responsibilities to the Region. We have set up a three days a week transport service from Mangakino to Tokoroa. This is jointly funding by Taupo District Council, Pinnacle Health and Lakeland Health. Also a workers bus has been set up between Tokoroa and Taupo, with presently one person per day using the service. Total mobility in Tokoroa is running with 30 people linked to that service and in the second half of 2006 we are looking at a Putaruru service for people with disability.

Air quality Environment Waikato is responsible for implementing National Air Quality Standards for air. Tokoroa is our biggest issue in the Region because it is not currently complying with those standards, due to domestic heading requirements. On this issue, it is about identifying local partners and working with them to improve the quality of Tokoroa air on PM10's.

Waste Environment Waikato is there to support South Waikato District with its identified waste matters in the Community Outcomes. EW has focused on waste reduction and we understand that South Waikato has its own plans on recycling. EW takes a step back from that and looks at reduction first and being more efficient before looking at recycling and reusing. EW in 2007 is looking at collecting surplus agriculture chemicals that are quite toxic in nature and look at disposing of them safely.

Small Group Discussion reports with snapshots of what was talked about.

Vibrant, growing communities

"Look at roles that people of organisations are currently in and identify how these outputs map onto Community Outcome areas. Self identify what I do in my work areas and then observe in what way this work is assisting in promoting the Community Outcomes. Capitalise on existing work outputs in one area and then account this work towards advancing the Community Outcomes, even to the point of spreading it a little bit further".

"Family and Community Services is in the process of doing a local service mapping exercise in our region and is about identifying gaps and overlaps in our services. Then we align funding to address some of those gaps. This is a really good way to work out what funding of the Community Outcomes is already happening by noting the overlaps into the Community Outcome areas.

"A measure of increased participation of people in activities in the District would be an important measure. One person's input influences a number of other people positively in this same area. Measuring participation and increase in participation leads to a measure of vibrant, growing communities. If a person looks after children so someone else can go and participate in an event, then this counts positively. It is really important to keep track of these subtle participation measures. Social report is a good grouping of indicators and accountability reporting is also happening in the community too which is another good measure to keep track. Accountability for funding agencies and sponsoring agencies. How do you get people to report in a format that has a wider use than just to the funding agencies? Common themes that are reported on can be dragged together into one indicator that is useful for people to read.

Towns we are proud of

No one lead provider but needing a whole of community approach from the family up. An approach based around family norms and values. Feilding and Huntly are two places that the participants believe are having good local improvement of urban street scapes and open spaces and provide pride in people's property.

Allied to changing family norms and values was leading by example that also includes organisations leading by example. The Spring Clean South Waikato up

was a good example of an organisation leading by example and having families participating and showing pride in our area. The outcomes to the Spring Clean seemed good and we see shops doing litter sweeps as part of daily business to collect any litter that has come from their business. Families also tell children not to litter and to use the rubbish bins.

Community feed back options are opening up with technology around towns we are proud of and how could we interact with hand-held phones. Can text messaging from our phones back to a web site be used. The website can generate messages back to text. This topic started with talking about children in their bedrooms, who has a clean bedroom and who has a unclean bedroom. Values come from the home and most of us realise that there are breakdowns there and this amplifies out into society. Creative ideas are coming out of the younger people and studies in schools and universities. Using this creativity is important to address litter ideas and wider issues raised.

Prosperity for all

We focused on one area and that was on new business start-up. Waiariki business incubator has started focusing on tourism and it has applied for funding to roll it out to the Region from Rotorua. That links into one of the outcomes for South Waikato District. And so Waiariki will take the lead partnership along with the Economic Development group in this. We will partner with other education providers and also business professionals in the community like lawyers and accountants. How we would measure the progress? By sustainable business. Ongoing monitoring looking at full time employment.

A better environment for our children

Group consisted of Paul Killerby, Crs Herman Van Rooijen and Roy Robbins from South Waikato District Council, Gary Knighton from EW and Stephanie O'Sullivan from Raukawa.

We started off with a big list of what we called stakeholders which ranged from Federated Farmers down to pig hunters and Carter Holt Harvey, as well as individual farmers and residents and ratepayers. We located three lead partners, We saw South Waikato District Council, EW and Raukawa together. Also, South Waikato Environmental initiatives, through ACRE reference group through Environment Waikato. A question from Raukawa was about existing reference groups from earlier LTCCPs, and what happened to those groups and whether they can be brought back together. Specific examples about how to achieve Community Outcomes are:

1. Environmental education and aligning the message that comes from South Waikato District Council, EW and Raukawa around air quality and the use of wet wood, or slow burning your wood burner over the evening and how bad that is for the environment. Maybe there are some consistent message that we could put out there through sports clubs and through schools.
2. Water quality and getting a long term focus on that.
3. Rural recycling programme with a pilot around a rural depots.

The Regional Indicators project that is taking place can be used to get some consistent measures and indicators at Regional and local levels. There is also Iwi outcomes and indicators that are being developed. There are some district planning documents, regional policy statements, all of those kind of planning

documents and look at some of the key performance indicators. Some high priority indicators can be looked at and should be in there, as well as anecdotes and historical knowledge and day-to-day contact, rather than trying to capture everything with clever scientific instruments. Lots of different sources. We were wondering if there was some merit in some District-wide Environmental Strategy that could be tailored specifically for South Waikato District with those three lead agencies taking the lead or perhaps Council and Raukawa supported by EW? And out of those would fall some key priorities and projects in consultation and in conjunction with the other key stakeholders.

Needs Summit
 South Waikato District
 Community Outcomes
 21 October 2005

Transcript – A Better Environment For Our Kids

Participants: Herman Van Rooijen (SWDC), Steph O’Sullivan (Raukawa), Gary Knighton (EW), Paul Killerby (HCC/SWDC)

1. Is there a “lead” or “lead partnership” role in this area? If yes, who?

Lead partnership	Related groups	Key stakeholders
Environment Waikato	ACRE – advocacy/ advice	Carter Holt Harvey Federated Farmers Fonterra Dept of Conservation??
South Waikato District Council	South Waikato Environmental Initiatives – operations/ funding	Mighty River Power Forest and Bird Fish and Game Landcare groups Waihou group
Raukawa Trust Board		Every farmer Pig hunters Resident/ratepayer groups Service clubs Government agencies Fertiliser companies

- Question: Is there an opportunity to re-form the reference groups that contributed to the SWDC LTCCP 2004?

2. What examples can you provide of how to achieve community outcomes?

- Consultation with stakeholders Community Outcomes, reference groups.
- Look for linkages Outcomes → projects/ outputs.
- Match regulation with education and incentives.
- Example 1: Environmental education – Align key partners’ environmental education initiatives, have consistent messages (e.g. “dry your wood”, “don’t slow-burn”), develop environmental education strategy for the District (e.g. Raukawa and SWDC, supported by EW) – e.g. air quality (PM₁₀), climate change, active transport/ cycleways etc.
- Example 2: Water quality – long-term focus.
- Example 3: Rural recycling programme – rural depots and marae.

3. What indicators would you use to monitor the Outcomes?

