

Community Service Model

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Introduction

- Current work
- Community Led Development
- Link to MDC Strategic Focus
- Link to Previous Work
- Framework Overview and Explanation

Current Workstreams

Mayors Taskforce for Jobs

- Externally funded by MSD through until the end of the 24/25 Financial year. No certainty yet whether it will continue. Currently on track to meet contracted KPI's

Community Hub and Sports Field

- In response to changing environment in Twizel. Awaiting direction from LTP

Libraries

- Existing library contracts moving into Community Development Functional area
- Planning for changing environment in Twizel

Community Support

- Providing support to community groups
- This workstream will increase once service model adopted.

Council Contestable Grants

- Review of current grants administered by MDC
- Review of Grant Policy

Council Operational Grants

- Grants to Fairlie Resource Centre, and Twizel Community Care Trust being moved to Community Development functional area

Pensioner Housing

- Currently sitting with Public Facilities
- Policy review required to determine appropriate Community Development involvement.

Planning for

- Funding database, education
- Environmental Scan
- Service model roll out + targeted community engagement

Community Led Development

Is an approach to community development that focusses on the principle of community empowerment. It aims to support the people who live, work, and play in a community to drive it forward

Rather than a service model, CLD is a way of thinking underpinned by the five principles of;

1. Grow from shared local visions
2. Build from strengths
3. Work with diverse people and sectors
4. Grow collaborative local leadership
5. **Learn from doing.**

Community Led Development

In practice Community-Led development frameworks can all look different. However they will mostly include the key components of

- Wide community engagement
- Ongoing support
- Access to funding
- High levels of autonomy and self-determination

It's important that council takes a guiding hand, and does not attempt to control the projects. This can be tricky when trying to manage outcomes and timelines.

Community Led Development

Advantages

- Empowers people
- Enables communities to problem solve.
- Brings council alongside the community, enhancing relationships
- Opportunity to leverage council funding

Challenges

- Can be frustrating and appear disorganised while communities 'learn while they do'
- Repositions council as a partner rather than a decision maker
- Communities must be supported, and allowed to make their own decisions, mistakes, and learn from the process

Link to Strategic Focus

Direct Link

- **Community Development** – By enabling and supporting communities to identify and establish their own priorities and work towards their own solutions
- **Supporting Housing + Valuing our Environment** – Community groups can access funding through a community-led grant, and access staff support as detailed in the framework

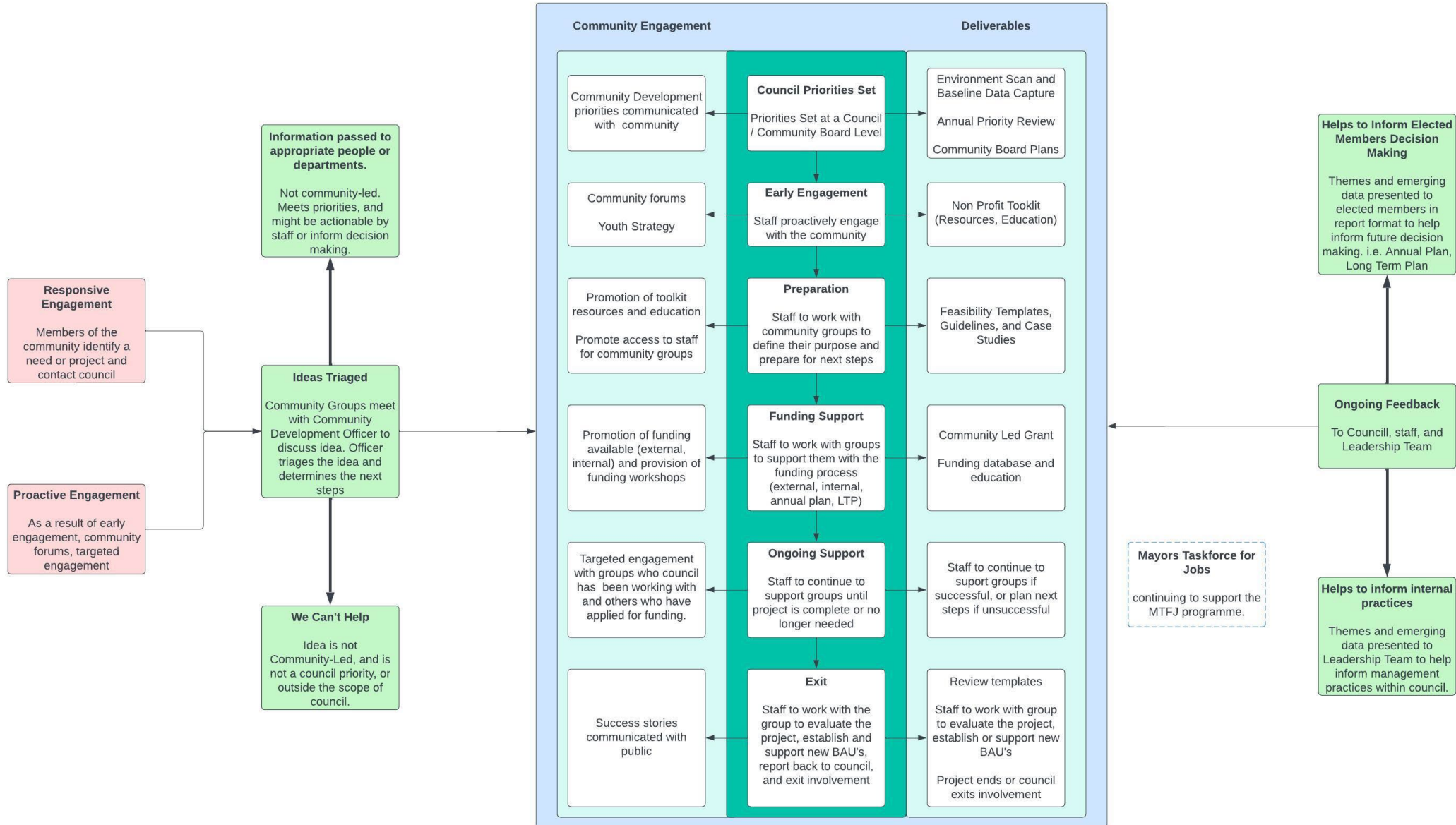
Indirect Link

- **Infrastructure Resilience + Planning for Growth + Government Reform** – Stronger links to the community to help council staff, and elected members to understand local needs and aspirations

Link to Existing Work

- *Strengths and Needs Analysis of Community and Social Wellbeing, Resilience and Recovery in Mackenzie District (2021)*
- *Better Later Living in the Mackenzie (2022)*

Community Development Framework



Community Entry into Service Model

Developed with a proactive, and a responsive approach to community engagement. These two entries will allow council to actively engage on priority areas, and still be responsive to the community when they identify initiatives or needs outside of our prescribed workstreams.

Proactive engagement

Council staff will actively engage with groups that align with the agreed council priorities to;

- promote community-led action,
- to advocate, and
- to help access information that might inform internal practice and decision making.

Responsive engagement

Council staff will responsively engage with groups who approach council

A community development officer will meet with groups or individuals to discuss and triage their ideas to help determine what support we can offer.

Outcomes of Triage

Council has limited resources, therefore it's important to set priorities early so we are effectively able to triage groups and individuals who approach council with an idea. The results of the triage can be broken into three categories.

We can't help

Not community-led, does not address any of the agreed priorities, and/or is outside the scope of what council can achieve.

Where possible we will direct them to other resources and organisations

Entry into Framework

Is community led, meets pre defined priorities, or can benefit from some of the resources and education provided

Information passed to appropriate internal staff or department

Not community-led, but it does meet an agreed priority, can be actioned internally, or inform future decision making.

Information presented to the appropriate area.

Relevant Workstreams

These proposed workstreams support the two engagement approaches

Proactive engagement

- Environmental Scan, and Baseline Data Capture.
- Annual Priority Review.
- Community Board Plans.
- Promotion of council priorities and resources available.
- Community Forums (i.e. Health, Transport).
- Youth Strategy.
- Community Led Grant.

Responsive engagement

- Promotion of resources and support available to the community.
- Non Profit Community Resource Kit (resources and education).
- Templates: Feasibility studies, Guidelines, and Case Studies.
- Community-Led Grant.
- Funding Database and education.

Ongoing Feedback

A key component of the service model is the feedback loop back into council.

Community Development staff will be community facing and will interact with members of the community who are working in social spaces that can traditionally be difficult for councils to reach.

This framework takes into consideration how we are feeding back to elected members, LT and activity managers to help inform decision making and operations.

Themes and emerging data will be captured through two approaches:

- 1) Thematic Analysis achieved through ongoing engagement with community groups, and a review process at completion of council supported projects.
- 2) Community Sentiment Reports in the way of an Environmental Scan, and Community Board Plans.

Setting Priorities

To utilise resources effectively it is important that priorities are defined early. The following workstreams will support this.

Priority Setting

To strike a balance between providing long-term certainty to the community and enable the ability to pivot to meet changing needs, it is proposed that the direction is set every three years with annual reviews. Staff will collate relevant information to be presented to EM's in a workshop and formal report

Environmental Scan

A piece of work that uses wide community engagement to understand the current social state of the community

Aims to help us to understand what community strengths and available resources are, what people believe to be the key issues facing their community, and potential solutions that are available.

Setting Priorities

Community Board Plans

suggested for year three of the next LTP to provide additional support to community boards to understand local priorities and feed into Long Term Plan preparation.

A community board plan is formed after community engagement that is targeted to residents of a community board area.

Early Engagement

Engaging with communities early allows staff to support them through some of the initial stages of development and advocate for community led solutions on priority areas. The following workstreams will support this.

Community Forums

Deliberate and targeted early engagement and consultation through community forums will allow us to bring stakeholders in identified priority areas together. This will encourage collaborative problem solving and strengthen links between community and council.

Youth Strategy

A youth-led approach to develop a youth strategy will identify the needs of those who it will affect most.

It is an opportunity to engage with youth directly. The strategy will support the youth voice to be heard, encourage young people to produce their own solutions to the issues that affect them most

Early Engagement

Non Profit Community Resource Kit

A Non Profit Community Resource kit which includes resources and education opportunities will help to establish and support resilient, robust and self-sufficient community groups in the Mackenzie District

This area is targeted towards how to run a successful organisation and is not necessarily project based.

Preparation

Staff will work with groups who are ready to begin seeking funding, either from council or other external sources. By supporting through this stage of the process, we will help ensure that groups are able to present their best case when approaching council or other funders.

Resource Development and Staff Support for projects

Building on the base provided by the Non Profit Community Resource Kit staff will develop case studies, feasibility templates and guidelines to support this stage of the process.

Staff will support groups to understand what should be completed based on the type of project, how to complete it efficiently and to prepare for the next stage of their journey.

Funding Support

Staff will support groups to seek and apply for external funding as well as support them to apply for internal funding through a Community-Led grant, and the annual plan or long-term plan.

Funding Database

Created to support community groups and council staff to know where to apply for funding and be kept up to date with deadlines and priority changes.

To support the use of the funding database a unit of work will be conducted to educate non profits on the funding process.

Community-Led Grant

A community led grant administered by council will enable groups to apply for seed funding or feasibility work to enable their projects.

It is suggested in year one a grant is established and controlled by council, then a further one established later in the LTP controlled by community boards.

Funding Support

Annual Plan and Long-Term Plan

Groups whose projects are larger than is reasonable for the community led grant will be supported to make submissions to the Annual Plan and Long Term Plan.

Ongoing Support

Staff will continue to work with community groups once they have been through the funding application process. How they work with the groups will depend on the group and how much funding they have been able to secure. Staff could work with groups to support the delivery of their project, help to re-apply for funding, or in some cases reevaluate the viability of the project.

By offering the ongoing support we can help support the successful completion of projects, increasing the likelihood of successful project delivery. This is especially important when council has granted funding through the community led grant.

Exit

Once the project is either finished or the group has established themselves to a point where they are self-sufficient, staff will work with them to establish an exit strategy for council.

A review process will be completed so that the organisation can learn from the process they undertook and how they can make changes next time. It will also allow staff and elected members the opportunity to understand the impact that the project has had on the community and where funding has been granted, how well it was leveraged.

Success stories will be captured and communicated with the public in order to raise awareness and highlight councils' involvement in the process.