

# Community Development Service Model

The community development team is new for the Mackenzie District Council. It is currently made up of three EFT's, one of which is externally funded to deliver the Mayors Taskforce for Jobs programme. This document has been prepared to provide a brief overview of;

- Community Development and the Community-Led Development (CLD) principles that inform it
- a service model for how we engage with the community

The workstreams detailed in the report support the successful implementation of the proposed framework. A visual representation of the framework can be found on page five, and more detail can be found on the subsequent pages. Included in the service model are the following workstreams and projects;

- An Environmental Scan.
- Community Board Plans.
- Community Forums.
- A Youth-Led, Youth Strategy.
- A Non-Profit Community Resource Kit.
- A Community-Led Development Grant.
- A Funding Database and funding support, Internal and External.

These workstreams and projects are interrelated and will work together to support community outcomes. However, it is noted that the delivery of these workstreams will depend on the final budget and prioritisation may be required.

## Community-Led Development.

The philosophy behind Community-led development is one of community empowerment. It is generally illustrated by broad community engagement to identify shared aspirations and pathways. It aims to empower the people who live, work and play in a community to drive their own future.

Rather than a service model, Community Led Development 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 by doing.

Building on local strengths and success, communities get organised, extend their influence and engagement outside their immediate peer groups, learn new skills, develop leadership capabilities, and build connectedness within themselves. Working across boundaries and sectors encourages collaborative connection and supports the development of more creative solutions. All of which contributes to stronger, more resilient communities.

Adopting a community led approach repositions council as a partner in projects as opposed to being the decision maker. This can be both challenging and empowering as it requires decision makers to relinquish some control, favouring a delivery model that is led by community groups. When people

and communities are supported and trusted in this way, local voice and leadership is enhanced and existing community resources and knowledge become apparent.

Community-Led development is an opportunity to bring council alongside communities to deliver a joint outcome. This helps strengthen the relationship between council and the community, simultaneously building trust and encouraging two-way information flow.

In practice Community-Led Development frameworks can all look different. However, they will mostly include the key elements of; wide community engagement, ongoing staff support, support to access funding, and a review process that encourages ongoing learning. The model presented in this paper draws heavily from the community-led development programme administered by the Department of Internal Affairs.

### Link to MDC Strategic Focus

The framework proposed in this document can provide a direct link to three of the six MDC strategic focus areas, and indirectly supports the remaining three.

#### Direct Link

<b>Community Development</b>	<b>Supporting Housing</b>	<b>Valuing our Environmental</b>
By enabling and supporting communities to identify and establish their own priorities and work towards their own solutions.	Community groups can access funding through the community-led grant, and access staff support as detailed in the framework.	Community groups can access funding through the community-led grant, and access staff support as detailed in the framework.

#### Indirect Link

<b>Infrastructure Resilience</b>	<b>Planning for Growth</b>	<b>Government Reform</b>
Stronger links to the community to help council staff understand local needs and aspirations.	Stronger links to the community to help council staff understand local needs and aspirations.	Stronger links to the community to help council staff understand local needs and aspirations.

## Link to Previous Work

There are two pieces of work previously conducted by MDC which this proposed service model will support to progress. These two documents are;

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

Although both documents were conducted prior to the establishment of the Community Development team, they both present recommendations that support the need for this service model. An abridged version of the relevant recommendations is listed below and identified in the stage(s) of the framework that will support them.

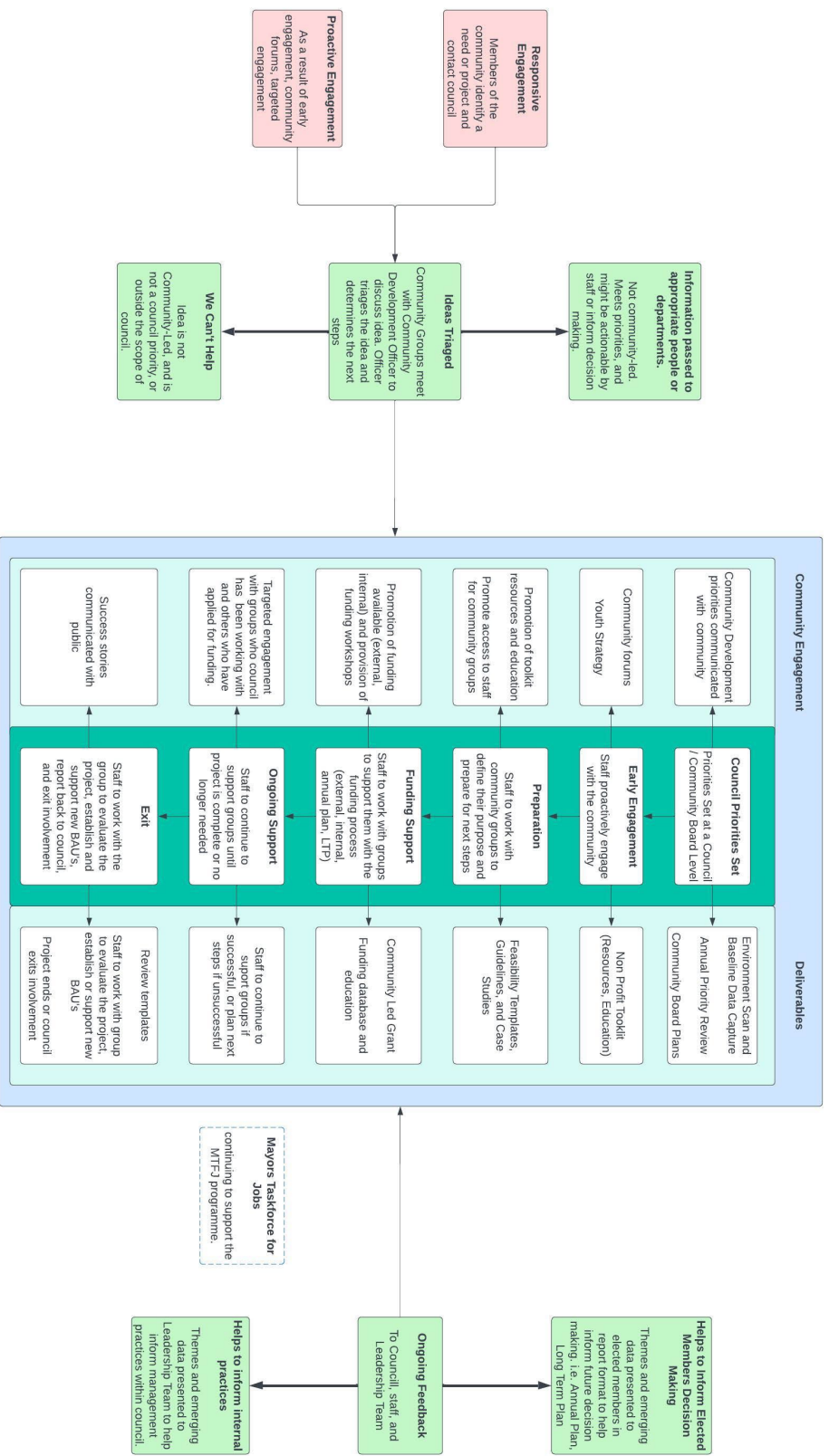
### *Strengths and Needs Analysis of Community and Social Wellbeing, Resilience and Recovery in Mackenzie District (2021).*

- The present research strongly affirms the value of and the need for on-going resourcing of Mackenzie District's existing wellbeing supports, services and networks (Early Engagement, Funding Support).
- Mackenzie District Council should work with South Canterbury District Health Board and Department of Internal Affairs to secure funding for a full-time community development worker to be based in Tekapo for a minimum of two years (Early Engagement, Funding Support).
- Mackenzie District Council should strongly advocate to South Canterbury District Health Board for development of a social worker or health promoter role based within the Mackenzie (Early Engagement).
- Mackenzie District Council should strongly advocate to South Canterbury District Health Board for resourcing and establishment of a drug and alcohol counsellor role based in Mackenzie District 1-2 days per week. (Early Engagement).
- Mackenzie District Council should strongly advocate to South Canterbury District Health Board for funding to expand the existing counselling capacity (Early Engagement).
- Mackenzie District Council and Department of Internal Affairs should engage with and adequately resource Twizel Promotions Association to enable them to increase delivery of free and low-cost social activities appealing to young adults and to families. (Funding Support).
- Mackenzie District Council should prioritise development of playgrounds which cater to the needs of preschool children along with other age groups. (Early Engagement).
- Mackenzie District Council should consider reinstatement of the Twizel Youth Centre as soon as possible, utilising the Twizel Event Centre as a pop-up space to host this until a permanent centre can be secured. (Early Engagement).
- In anticipation of potential loss of community spaces when the replacement of Twizel Area School's buildings proceeds, Mackenzie District Council should proactively develop additional community spaces. (Preparation, Funding Support, Ongoing Support).
- Mackenzie District Council should approach Department of Internal Affairs to explore funding for a youth coordinator or youth worker role to facilitate greater youth participation across the district. (Early Engagement).

*Better Later Living in the Mackenzie (2022)*

- MDC to provide appropriate support to initiatives that align with the priorities that the community has signalled (Preparation, Funding Support, Ongoing Support).
- Establish a regional transport forum that can liaise with Environmental Canterbury and health providers (Early Engagement).
- Support collaboration and improved utilisation of the vehicle trusts. (ongoing support).
- Seek opportunities including further resources of funding (Funding Support).
- Establish Health Forum (Early Engagement).
- Develop Health Strategy (Early Engagement).

# Community Development Framework



## **Community entry into the Service Model**

The service model has been 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. The delineated entry points will allow staff to cater the entry approach to the needs of the community.

### **Proactive engagement**

Council staff will actively engage with groups that align with the agreed council priorities to; 1) promote community-led action, 2) to advocate, and 3) to help access information that might inform internal practice and decision making.

Relevant workstreams include:

- 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**

Council staff will responsively engage with groups who approach council with community solutions or identified community needs. A community development officer will meet with groups or individuals to discuss and triage their ideas to help determine what support we can offer. Once the officer has triaged the idea, one of three outcomes will be achieved.

Note: It is envisioned that all community led projects will be covered by point 3.

- 1) We can't help – In the case that the idea is not community-led, does not address any of the agreed priorities, and/or is outside the scope of what council can achieve, the group or individual will be notified that we are unable to help. Where possible we will direct them to where they can more successfully advocate for their idea or community need.
- 2) Information passed to appropriate internal staff or department – In the case where the idea or suggested solution is not community-led, but it does meet an agreed priority, can be actioned internally, or inform future decision making, the information will be collated and presented to the appropriate staff member. In some cases a presentation to Elected Members might be appropriate.
- 3) Entry into Framework – In the case that the idea or proposed solution is community-led, or could lead to a community-led solution the officer will work with the community member/group to determine where in the framework they sit and what support we can offer them.

Relevant workstreams include:

- 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 framework 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 monitor. This framework takes into consideration how we are feeding back to elected members, 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 Council Priorities**

Community Development is a wide-ranging discipline. To utilise resources effectively it is important that priorities are defined early. This will allow staff to allocate resource effectively and target their time accordingly.

### **Priority Setting**

Elected members are local representatives of their community and are well positioned to set these priorities. 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 elected members in a workshop and formal report.

### **Environmental Scan**

An Environmental scan is a piece of work that uses wide community engagement to understand the current social state of the community. It will ask questions of people that live, work, and play in the Mackenzie district that aims to help us to understand what their community strengths and available resources are, what people believe to be the key issues facing their community, and potential solutions that are available. This is a foundational piece of work that will inform the entire community development service model, including directly supporting the priority setting process.

When considering community led practice, an Environmental scan fits into the wide engagement stage. It endeavours to engage with the community early, allowing them to be partners in the process, maximising community buy in and engagement. A partnership approach is important to gain community support, necessitating this piece of work early in the process. Priority setting prior to community engagement can limit buy in from the wider community.

As well as facilitating more robust priority setting, an Environmental scan will provide baseline data that will help us to measure success. Although there have been studies commissioned by council that feed into the Community Development Department, none to date have had a priority focus on community development.

It is important that there is external support in conducting this report to increase the validity of the data, remove potential bias from the results and to encourage courageous and truthful discussions and outcomes.

### **Community Board Plans**

Community Board plans are 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. It provides an overview of the current community board area in terms of statistics, demographics, challenges and future aspirations. It is a foundational document that supports local decision making by providing a vehicle for local voices to be captured.

When phased correctly the document provides information that will feed directly into the Long-Term Plan.

### **External Funding Opportunities**

- To be informed by funding database workstream.

### **Early Engagement**

Engaging with communities early allows staff to support them through some of the initial stages of development. Staff can help them to develop an understanding of the challenges they might face and how to navigate them, support connection to other stakeholders and resources, and provide education on their requirements if they choose to become incorporated societies or registered charity.

### **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. Community forums will look different depending on who the key stakeholders are, however, will likely be an initial workshop with a wide range of stakeholders invited, followed by a series of further workshops where key issues and solutions are explored. The frequency of workshops will depend on the needs of the group.

### **Youth Strategy**

A youth-led approach to develop a youth strategy will identify the needs of those who it will affect most. In this case staff will work with a group of youth to identify content and lead the development of a youth strategy. This is likely to be a 12-month process, where the process of developing the strategy will be an outcome in itself, as it will be an opportunity to engage with youth directly. The strategy will support the youth voice to be heard, encourage young people to come up with their own solutions to the issues that affect them most and to support them to deliver resolutions to identified issues.

### **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. The direction and prioritisation of what resources and education will be informed by the results of the Environmental scan.



## **Link to Previous work**

### *Strengths and Needs Analysis of Community and Social Wellbeing, Resilience and Recovery in Mackenzie District (2021)*

- The present research strongly affirms the value of and the need for on-going resourcing of Mackenzie District's existing wellbeing supports, services and networks.
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- Mackenzie District Council should strongly advocate to South Canterbury District Health Board for funding to expand the existing counselling capacity.
- Mackenzie District Council should prioritise development of playgrounds which cater to the needs of preschool children along with other age groups.
- Mackenzie District Council should consider reinstatement the Twizel Youth Centre as soon as possible, utilising the Twizel Event Centre as a pop-up space to host this until a permanent centre can be secured.
- Mackenzie District Council should approach Department of Internal Affairs to explore funding for a youth coordinator or youth worker role to facilitate greater youth participation across the district.

### *Better Later Living in the Mackenzie (2022)*

- Establish a regional transport forum that can liaise with Environmental Canterbury and health providers.
- Establish Health Forum.
- Develop Health Strategy.

## **External funding Opportunities**

- Ministry of Youth Development Multi Year Funding.
- Ministry of Youth Development He Kākano Fund.
- Ministry of Youth Development Ākono Youth Development Community Fund.
- Ministry of Youth Development Partnership Fund.
- To be further informed by funding database workstream.

## **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. This step will reduce the risk of unsuccessful funding and project outcomes due to insufficient preparation or information.

The previous section of the service model was focussed on creating resilient groups, this section is focussed on supporting them to be well prepared to deliver projects.

## **Resource Development and Staff Support**

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.

### **Link to previous work**

*Strengths and Needs Analysis of Community and Social Wellbeing, Resilience and Recovery in Mackenzie District (2021).*

- In anticipation of potential loss of community spaces when the replacement of Twizel Area School's buildings proceeds, Mackenzie District Council should proactively develop additional community spaces.

*Better Later Living in the Mackenzie (2022)*

- MDC to provide appropriate support to initiatives that align with the priorities that the community has signalled.

### **External Funding Opportunities**

- To be informed by funding database workstream.

## **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**

A funding database will be created to support community groups to know where to apply for funding and be kept up to date with deadlines and priority changes. The database will serve the dual purpose of keeping council staff aware of what external funding might be available for council projects.

To support the use of the funding database a unit of work will be conducted to educate non profits on the funding process. This could be in the form of workshops, mentorships, or funder expo's. anecdotal feedback from the community is that this unit of work would be valuable as many groups simply don't know who to apply to.

### **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 acknowledged that in most cases council will be unable to fund a project in its entirety. The provision of seed funding or feasibility funding will allow groups to approach additional funders and be able to demonstrate existing support. This approach will also allow council to leverage their funding allocations to gain the best return on investment.

The grant could operate in a combination of ways including fully administered by council or administered by council with a smaller fund allocated to each community board. This report is suggesting that in year one council initiates a council controlled grant, with a community board grant established in year two.

## **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. A process will be developed and shared with councillors before going live to ensure it meets their needs.

## **Promotion**

The work streams detailed here will be supported by promotion to ensure the wider community is aware of what is available, contributing to the funding process being transparent and accessible to the wider community.

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*Better Later Living in the Mackenzie (2022)*

- MDC to provide appropriate support to initiatives that align with the priorities that the community has signalled.
- Seek opportunities including further resources of funding.

## **External funding opportunities**

- Ministry of Youth Development Partnership Fund.

## **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.

## **Link to foundation documents**

*Strengths and Needs Analysis of Community and Social Wellbeing, Resilience and Recovery in Mackenzie District (2021)*

- In anticipation of potential loss of community spaces when the replacement of Twizel Area School's buildings proceeds, Mackenzie District Council should proactively develop additional community spaces.

#### *Better Later Living in the Mackenzie (2022)*

- MDC to provide appropriate support to initiatives that align with the priorities that the community has signalled.
- Support collaboration and improved utilisation of the vehicle trusts.

#### **External Funding Opportunities**

- To be informed by funding database workstream.

#### **Exit**

Once a 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.

Staff will support the development of new BAU for the organisation or support it's winding up if there is no purpose to remaining active.

A review process will be completed so that the organisation and council 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. A review template will be produced to support this process. However, it is likely that each project will look different and how they are reviewed will differ.

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

#### Notes

- Exiting involvement in the project, does not necessarily equate to exiting involvement in the organisation
- Where long term council involvement is required, it is envisioned that these details will have been documented in the preparation stage, with relevant discussions held early.

#### **External Funding Opportunities**

- To be informed by funding database workstream.

## Funding Opportunities

- Ministry of Youth Development Multi Year Funding.

RFP's likely open mid to late 2024

- Ministry of Youth Development He Kākano Fund.

He Kākano (a seed) is a \$2 million collaboration between MYD and The Prince's Trust Aotearoa New Zealand (PTNZ) to provide seed funding, mentoring support, access to shared support services, and entrepreneurial skill development to young people (aged 17 – 30 years). Information on He Kākano can be found on PTNZ's [website](#).

- Ministry of Youth Development Ākonga Youth Development Community Fund.

The purpose of the Ākonga Fund is to support community-based youth development programmes delivered outside of traditional education settings (e.g. schools) to support ākonga/learners (aged 12 to 21 years) who have been adversely affected by the impact of COVID-19 pandemic to stay engaged in their education journey.

- Ministry of Youth Development Partnership Fund.

A key criterion for the Partnership Fund is that there is an identified partnership with matched funding from one or more funders to support youth development opportunities. Our vision is for partnership across sectors to enable the achievement of greater and better results.