

27 July 2016

Adam Poulopoulos

[fyi-request-4270-d3821c67@requests.fyi.org.nz](mailto:fyi-request-4270-d3821c67@requests.fyi.org.nz)

Dear Mr Poulopoulos

### **Response – Official Information Request**

I refer to your request for information received on 18 July 2016. Your request has been considered under the Local Government Official Information and Meetings Act 1987 (LGOIMA) and I provide the following information.

#### **Council documents and meeting minutes related to the dissolution of Te Horowhenua Trust and the decision to take Horowhenua library services in-house**

Initially HDC undertook a Community Services Review which recommended adoption of some principles, target populations and key result areas. This meeting made no decisions related to HDC taking over the functions of THT nor bringing library and community services in-house. No HDC meeting made decisions related to the dissolution of THT

An In-Committee meeting did resolve that Council would adopt the recommendations from the Community Services Review, as described in the **attached (1)** minutes from the Horowhenua District Council Meeting.

Following a memo from myself to Councillors and the Leadership Team (**attachment 2**), a Briefing (**attachment 3**) was later undertaken with Councillors. The Briefing summarised the HDC endorsed recommendations from the Review (principles, target populations and key result areas) as well as provided a summary of the decision that I, as CEO, made in relation to one aspect of the Review; to cease funding THT once its current term of funding expired. This is an operational decision that I as Chief Executive made, and was not one that Council took a role in.

The documentation related to the financials is limited to a financial analysis prepared by Morrison Low. The financial analysis related to all Council funded and/or delivered community services. Specific recommendations associated with cost savings related to THT-delivered library and community services in the financial analysis were provided. This information is unable to be released as it is Commercially Sensitive under section 7(2)(h) Enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities; , but I **include** a relevant excerpt related to the financial analysis undertaken by Morrison Low.

*“Restriction of Council’s funding to Te Horowhenua Trust to a level that reflects the cost of providing core library services only will result in a reduction of annual funding from \$1,840k to \$1,193k (or a reduction of \$647k). A portion of this funding will need to be retained by Council to cover costs associated with carrying out activities and service property costs that have been transferred to Council from Te Horowhenua Trust. Cost savings of \$318k per annum are available if funding for Te Horowhenua Trust is restricted to cover the*

*delivery of "core" library services only and efficiencies are taken up.*

*These cost savings relate primarily to efficiencies that exist within the current library operating model, and accordingly, may also be achieved, without altering the current library operating model, by reducing Council funding by \$318k per annum.*

*Additional cost saving efficiencies of \$52k per annum are available should library services be brought in house."*

I **attach** (attachment 4) a copy of the Community Services Action Plan for your information. This Plan was informed by Chief Executive endorsements associated with the Community Services Review

I am conscious that some of the information you may wish to receive cannot be made available for reason of commercial sensitivity, but hopefully what has been provided will be of assistance.

You are entitled to seek a review by the Office of the Ombudsman regarding the withheld information.

If you have any queries regarding this information please contact Denise Kidd, Community Services Manager on 06 366 0999 or [denisek@horowhenua.govt.nz](mailto:denisek@horowhenua.govt.nz).

Yours sincerely



David Clapperton  
**Chief Executive**

**Attachments:**

1. Minutes from Horowhenua District Council meeting dated 6 April 2016
2. PowerPoint presentation from Council briefing dated 17 May 2016
3. Memo to Councillors and Leadership Team dated 9 May 2016
4. Community Services Action Plan 2016-2017

## Customer and Community Services

### C1 Community Services Review

#### Purpose

The purpose of this report is to seek endorsement by Horowhenua Council of the key recommendations of the Community Services Review.

MOVED by Cr Good, seconded Cr Kaye-Simmons:

*THAT Report 16/113 Community Services Review be received.*

*THAT this decision is recognised as not significant in terms of S76 of the Local Government Act.*

**CARRIED**

Mrs Kidd and Mrs Davidson joined the table to speak to this report.

With Councillors having recently been briefed on the review, Mrs Kidd, as someone reasonably new to Council, gave a brief summation of her background and experience and some context to what she had undertaken while conducting the review. Mrs Kidd said, in her view, the review was tinkering at the edges, building on a platform of successful things that were already occurring. While there were a lot of operational suggestions, they were about adding value; doing more of the things that were working well.

Mrs Kidd responded to Councillors questions and concerns in relation to the scope of the review, its possible impact on such organisations as Te Takere and its future operation, and whether there would be consultation with affected parties should the recommendations be adopted.

Mrs Davidson also stressed that it was not about Council taking over things but fostering Council's role to facilitate and deliver collaboratively.

MOVED by Cr Rush, seconded Cr Bishop:

*THAT Council adopts the following principles to underpin community services planning and decision-making:*

- *Strategic Alignment*
- *Engagement*
- *Flexibility*
- *Access*
- *Efficiency*
- *Equity*
- *Accountability.*

*THAT Council agrees that in addition to Council continuing to deliver community services to the general public of Horowhenua district, there will be specific consideration, planning and targeted community service delivery for the following population groups:*

- *Families with children*
- *Youth*
- *Older people*

- *People with disabilities.*

*THAT Council agrees the following six key result areas that drive community service delivery going forward until 2022 (six years) when a further Review in relation to Section 17A(1) of the Local Government Act, 2002 (LGA02) will be required, or earlier if the Long Term planning process confirms such a change.*

**Result Area One: There is a common agenda for community wellbeing across the district.**

*The Community Wellbeing Strategy is revised and ensures action plans are in place for target population groups that align with the revised strategy and its outcomes. As well, the Strategy provides direction and targets for all community services and activities across the district emphasizing the monitoring of wellbeing results and progress across the district.*

**Result Area Two: Community based planning is implemented across the district.**

*Adapting the successful model for community planning in Porirua and Manawatu, a mechanism is provided for community based planning across the district between communities, Council and other agencies that reflects the different geographical communities' unique characteristics and provides a pathway for each community's vision and priorities to be reflected in a range of agencies' and groups strategies and plans.*

**Result Area Three: There is a place based model in place for community services delivery across the district, through a network of Community Hubs.**

*Leveraging off the successful community hub model of Te Takeretanga o Kura-Hau-Po (Te Takere), ensure a network of community hubs across the district to deliver integrated community services. Library services, community development activities, community and visitor information, some Council services and bookable community spaces will be components of these hubs where possible. The different community hubs will have strong and flexible ties to encourage efficiencies and integrated and coordinated services, while reflecting the unique character of each community.*

**Result Area Four: A broad range of community events and activities, that encourage community participation and social connection, take place throughout the district, across the year.**

*Facilitate, deliver and provide funding for an innovative programme of events and activities that contributes to community wellbeing, encourages community participation, fosters community and social connection, civic pride and cultural expression.*

**Result Area Five: Positive social outcomes are achieved for target population groups as a result of effective and integrated social service delivery across the district.**

*Council actively encourages integrated social service delivery by various providers for target population groups at risk of poor outcomes, in order to achieve positive social outcomes.*

**Result Area Six: Increased range and reach of leisure and recreation opportunities are available across the district.**

*Increase leisure activities and increase participation in leisure and recreation activities across the district.*

**CARRIED**

MOVED by Cr Rush, seconded Cr Good:

*THAT the decisions reached during the public excluded section of the meeting be made public.*

**CARRIED**

Mayor Duffy acknowledged the exceptional work done by Mrs Kidd, with Mrs Davidson's support, and expressed his appreciation for the solid engagement that had taken place around the table

8.06 pm

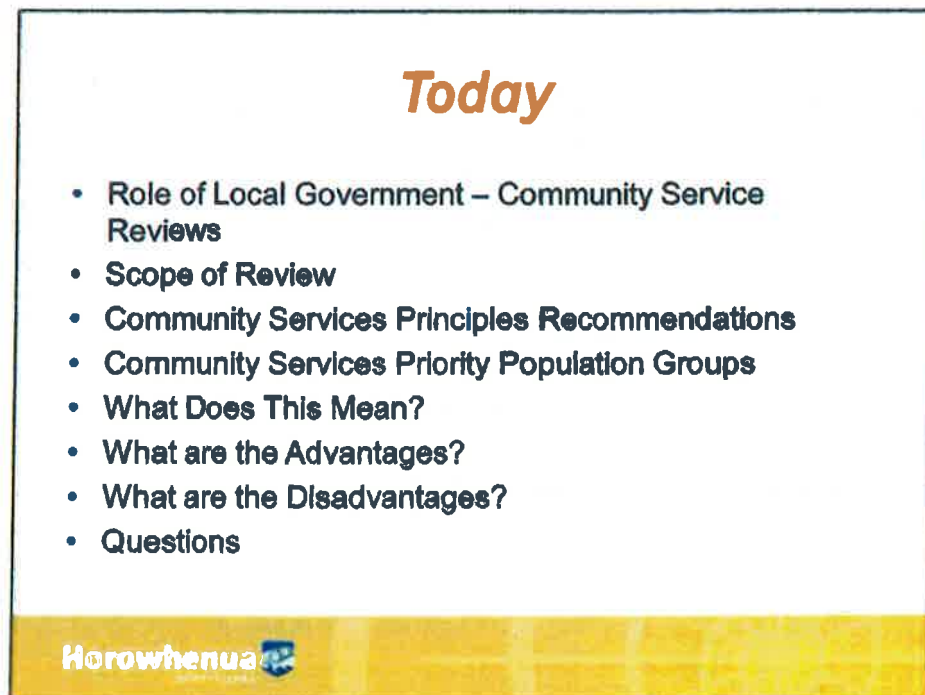
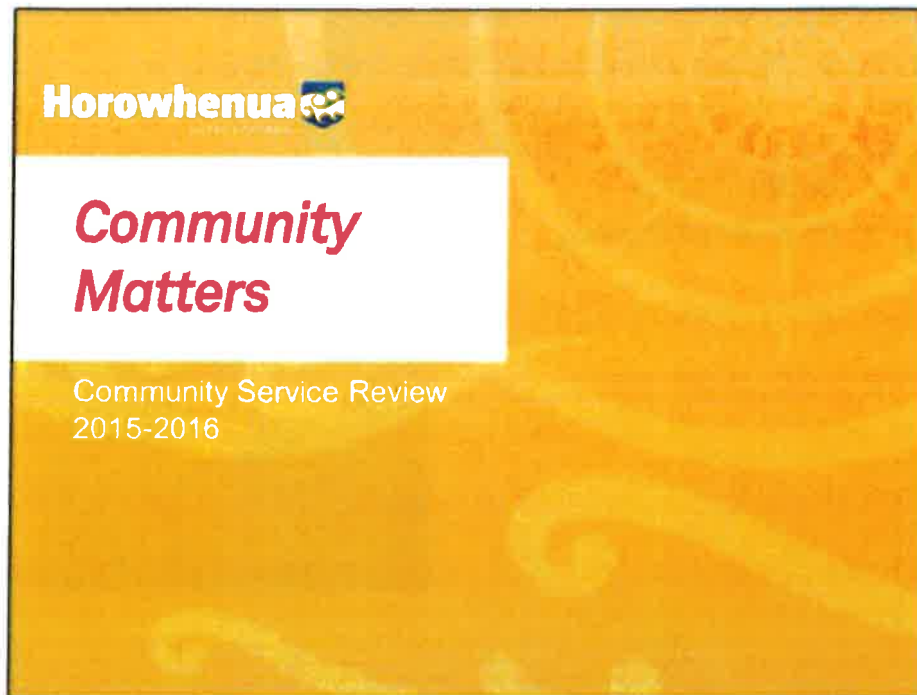
There being no further business, the Chairperson declared the meeting closed.

CONFIRMED AS A TRUE AND CORRECT RECORD  
AT A MEETING OF COUNCIL HELD ON

DATE:.....

CHAIRPERSON:.....





## *Role of Local Government – Community Service Reviews*

- Section 17A(1)
- Overview of Review



Horowhenua 

## *Scope of Review*

- Review governance and operations of Council's community services activities:
  - aquatic services,
  - library services,
  - community centre services,
  - community development services,
- Identified areas for community service investment, as well as savings
- The Review re-used existing information

Horowhenua 



## *Community Services Principles Recommendations*

- Principles for future community services planning, delivery and evaluation:
  - Strategic Alignment
  - Engagement
  - Flexibility
  - Access
  - Efficiency
  - Equity
  - Accountability



Horowhenua 

## *Community Services Priority Population Groups*

- HDC community services include targeted programmes for particular population groups; including:
  - Families with Children
  - Youth
  - People with Disabilities
  - Older People



Horowhenua 

## **Six Key Result Area and Priority Actions**

- **Result Area One**
  - There is a common agenda for community wellbeing across the district
- **Result Area Two**
  - Community based planning is implemented across the district
- **Result Area Three**
  - There is a place based model in place for community services delivery across the district, through a network of Community Hubs.

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## **Six Key Result Area and Priority Actions**

- **Result Area Four**
  - A broad range of community events and activities, that encourage community participation and social connection, take place throughout the district, across the year.
- **Result Area Five**
  - Positive social outcomes are achieved for target population groups as a result of effective and integrated social service delivery across the district.
- **Result Area Six**
  - Increased range and reach of leisure and recreation opportunities are available across the district.

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## *What Does This Mean?*

- Council will take on some additional functions and roles
- 2016/2017 funding level for the council controlled organisation, Te Horowhenua Trust will be reduced
- Across the suite of roles within Community Services there will be a number of additional actions for implementation in the upcoming year

## *What are the Advantages?*

- Improved strategic alignment
- An increased level of community engagement by Council
- An increased emphasis on community service delivery directly to the various geographical communities across the district
- A clearer understanding of the impact of services / programmes and activities
- Improved service coordination
- A greater level of service delivery - doing more within the same overall budget
- Greater level of transparency and community accountability
- Increase in opportunities for neighbourhood level activities and events
- Including the operational delivery of Te Awahou-Nieuwe Stroom,
- Building on successes; leveraging off the things that are going well

## *What are the Disadvantages?*

- A council controlled organisation (CCO) , Te Horowhenua Trust, has an expressed expectation of increased funding but will receive reduced funding
- Significant amount of transition planning and transition activity is required by Council Officers and the CCO
- Significant level of operational details still to be sorted out once decisions are made



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## *Questions*



Horowhenua 

**Memo to:** Mayor and Councillors  
Leadership Team

**Memo from:** David Clapperton, Chief Executive

**Date:** 9 May 2016

**Topic:** Community Services Review

Over the next 15 years the Districts average daily population (30,000) is predicted to increase by 30% and peak daily population by 10-15%. This rapid growth is unique for a rural / provincial area.

Horowhenua District Council has responsibility to ensure the organisation is able to continue to provide good quality local infrastructure, community services and regulatory functions at the least possible cost to households and businesses.

The Community Services Review (Review) completed in April 2016 was undertaken by the Horowhenua District Council (HDC) to meet its obligations under Section 17A (1) of the Local Government Act 2002 (LGA02). Section 17A (1) LGA02 states that Councils are required to review the cost effectiveness of their arrangements for meeting the needs of their communities for good quality community services.

The scope of the Review was to review governance and operations of Councils community services activities (what Council delivers and/or funds), namely the aquatic services, library services and community services (including grants, events, recreation and leisure).

The review recommended (subsequently adopted by Council in April 2016) the following principle for future community services planning, delivery and evaluation:

1. Strategic alignment
2. Engagement
3. Flexibility
4. Access
5. Efficiency
6. Equity
7. Accountability

The review recommended six key result areas to direct Council delivered or funded community service delivery going forward. The six key areas along with a summary of the associated priority actions across Horowhenua District are detailed in Appendix A. These key result areas have been adopted by Council.

The review explored the community service models that currently operate across HDC funded/delivered community services; direct in-house delivery, delivery by a Council Controlled Organisation (CCO) and delivery by a Charitable Trust.

A financial analysis considered the cost effectiveness of greater usage of CCO's in community services. Key findings from within the financial analysis concluded that cost savings to HDC can be identified through restricting HDC's funding to Te Horowhenua Trust (THT) to a level that reflects the cost of providing 'core' library services.

The analysis noted that in addition to Aquatic Services already delivered in-house by HDC, any reduction in funding provided to THT will require slight increases in community development and community centre service delivery to be performed by Council in-house.

The HDC funding arrangement with THT emphasised enhanced delivery of library service in the new Te Awahou Nieuwe Stroom facility, with all other community development and community centre service delivery to be performed by Council in-house.

In summary, the community services review recommended that THT be funded to deliver library services only and that all other community services be delivered by Council in-house.

### Consultation and Final Decision

HDC recognises that consultation is the cornerstone of local government decision making. Council has an explicit obligation under the Local Government Act to have regard to the views of all of its communities when making decisions on important issues. However, there are numerous aspects to the principle of consultation.

The first is that consultation contemplates all of the views of the community being considered. In this regard, the views of those who wish to see Council services managed more cost effectively are as relevant as those who wish to have library and community centre services provided at a particular level.

The second is that consultation is not an absolute. If every issue were to be consulted on, local government would be paralyzed. Consequently, the Local Government Act also imposes on Council an obligation to manage its resources in a manner that is efficient and effective.

This obligation gives rise to a separation of duties and responsibilities between elected representation and the Council's Chief Executive. The Chief Executive has responsibility for ensuring the delivery of services for which Council provides funding, and in ensuring that these services are effectively and efficiently managed. Council is obliged to ensure that the respective roles of governance and management are understood and observed.

Our Long Term Plan (LTP) promises to provide:

- Business support
- Children's services and activities
- Community support, Education and learning
- Events, exhibitions and performances
- Library services and activities (in Levin, Foxton and Shannon)
- Local and family history
- Meetings functions and conventions
- Council service centres
- Services and facilities for older adults

- Social lounges and café
- Te Ao Māori
- Technology resources and facilities
- Youth services and activities
- Visitor information.

These fundamentals will not change as a result of the Community Services Review. The Chief Executive is tasked with delivering these services and is also specifically required to continually review the organisation in a manner that will more efficiently deliver all services.

I have come to this decision after an extensive consideration of the Community Services Review led by Community Services Manager, Denise Kidd. The review itself explored the advantages and disadvantages of a CCO model, as well as a Council in-house model. While the Review stopped short of recommending that Council bring all Council funded community services in-house; the Review did acknowledge that bringing all services in house did present increased cost -savings; the Review also recommended further investigation specifically in to library service delivery with the expectation that further cost-savings could be made. The Review also highlighted the national trend away from CCO delivery as well as the limitations to the CCO model.

I have considered a number of factors as to whether the functions sit better within a CCO model, a combined model or a Council in-house model. The complexity presented by the combined model concerned me, in particular, the associated risks. However, in good faith I explored this combined model, in the first instance, with Trustees of Te Horowhenua Trust. The negotiations I have held with the Trust have been an attempt to negotiate in good faith the Review recommendation regarding the Trust retaining core library service delivery responsibility, in order to test whether the complexity of this arrangement could be managed. I have been disappointed with the Trust response. Rather than positively contributing to the negotiation by providing Trust suggestions to questions Council posed to them to assist a positive transition, the Trust repeated its position that it did not want to change the current arrangement, with the exception of the Youth Space which it acknowledged required improvement. The Trust response also revisited its continuing position that suggests that delivery of core library services is a model of the past. This position fails to recognise that a range of community services can effectively operate out of one facility, and that one element of service delivery can be core library service. There are numerous examples that prove this to be so.

In conclusion I consider the case for reintegration of the Council CCO is compelling. I believe there are significant cost efficiencies to be gained from transferring all the community services that THT, as CCO, is currently contracted to deliver, back to Council. These cost efficiencies present real opportunities to improve the range and reach of community services available across the district. As well as cost efficiencies identified through the Review I consider there are additional governance and administration savings available from this transfer. It is also my view that, for improved public accountability, reduced fragmentation and improved service coordination and integration, there is justification in bringing all the community services THT, as CCO, is currently contracted to deliver, back in-house to Council to deliver. The savings made from this transfer will also provide the resources required to progress other operational recommendations from the Review including increasing community participation and engagement through community based planning; operationalising Te Awahou- Nieuwe Stroom in Foxton as well as greater reach across the district for community development activities and community events.

As a result of this decision, I will now direct senior Council officers to prepare a single Council management structure for community service provision across the district, as well as propose a single district wide Community Advisory Group for Community Hubs, with representation from the various geographic communities. I expect to receive the structure and recommendation in May 2016.

I will also direct the Community Services Manager and the People and Capability Manager to prepare a Change Management Process associated with changing the employer arrangements with current permanent employees of the Trust. I expect this Change Management Process to also be prepared in May, 2016.

My next priority in this regard is to direct senior officers to prepare and implement a Communications Plan that highlights Council's move towards increasing public accountability, providing opportunities for community led planning, extending the range and reach of community services and which builds on the foundation of the existing community hub model with an emphasis on facilitating and increasing community and community group participation.

I expect these Library Service and Community Hub arrangement changes to come in to effect in July 2016.

It will be business as usual in the short term. The public will be dealing with the same staff at the same location until we can finalise the changes over the coming months, and they will be kept well informed as the transition occurs.

**David Clapperton**

**Chief Executive**





**Horowhenua**   
DISTRICT COUNCIL

# Community Matters

**Community Services Action Plan  
2016-2017**



# Introduction

*Welcome to the Horowhenua District Council's Community Services Plan 2016-2017*

This Plan expresses Council's commitment to deliver quality community services that reflect both the diversity of the Horowhenua district as well as Council's desire to work with the community and community groups to plan and deliver community services now and into the future. It has been developed from findings from the Community Services Review undertaken in late 2015.

Appendix 1 of this Plan describes the relationship between this Plan and the Local Government Act, 2002.

Appendix 2 of this Plan provides some facts about our community.

Appendix 3 of this Plan discusses why the results specified in this Plan matter.

Appendix 4 of this Plan is an Application Form to join the Horowhenua Community Services Reference Group.

The Community Services Review involved an extensive literature review; interviews with community service users as well as feedback sessions with key community networks / groups as well as an independent financial analysis.

This Plan contributes to the implementation of the Horowhenua Long Term Plan (LTP) and provides the annual work priorities for the Council's Community Services Team.

Informed by the Review and the Long Term Plan, this Plan is Council's attempt to ensure the best use of resources as well as Council's responsiveness to community aspirations.



*Community Wellbeing Strategy  
Vision Statement*

*“Horowhenua is New Zealand’s leading region  
at caring for the wellbeing of our people”*



# Community Development

## Results

- There is a common agenda for community wellbeing across the district.
- Community based planning is implemented across the district.
- A broad range of community events and activities, that encourage community participation and social connection, take place throughout the district, across the year.
- Integrated social service delivery across the district is actively encouraged

## Link to Community Outcomes in Long Term Plan:

- Positive leadership and effective partnerships
- A community of knowledge, culture and diversity where people are proud to live
- Safe, resilient and healthy communities

## Link to Goals in Long Term Plan:

- All sectors are encouraged to work together;
- We provide strong leadership;
- We invest in the knowledge and skills of our people;
- Our young people live in a safe and supportive environment and are empowered;
- Our community has access to health, social and recreation facilities (and services);
- Our older people have access to opportunities;
- All our people and communities have opportunity to participate in local decision-making



### Objectives for 2016-2017:

- Revising the Community Wellbeing Strategy and the Community Wellbeing Executive role and membership
- Monitoring, measuring and reporting on community wellbeing progress across the district
- Increasing communication with community and community organisations
- Engaging with geographic communities to establish Community Committees and community action plans;
- Ensuring a broad mix of coordinated community wellbeing events, activities and opportunities are delivered across the district
- Fostering neighbourhood level events and activities;
- Broadening the distribution and awareness of the Community Wellbeing Newsletter;
- Increasing the range of current, relevant community service information available to the wider community via the Council website;

- Enhancing the community development offering in to Foxton and Shannon;
- Encouraging sponsorship and fundraising associated with community events and activities;
- Supporting the capacity of community organisations, with an emphasis on volunteers, through advice, funding, training and education opportunities;
- Actively coordinating community forums to integrate planning and service delivery for target populations;
- Advocating for co-location and integration opportunities for health, education and social services to better service target populations;
- Strengthening and fostering relationship building across the wider community;
- Supporting community innovation and volunteering and celebrating successes.

### Longer Term Objectives:

- Council better understands and positively responds to social and community needs and aspirations;
- Community based planning across the district takes place that reflects different communities' and provides a pathway for each community's vision and priorities to be reflected in a range of agencies and groups strategies and plans;
- Increased volunteerism;
- Increased sense of neighbourliness;
- Community-led delivery of events and activities;
- Broad awareness of community services and groups across district;
- Positive relationships between community groups and local and central government;
- Integrated services and one stop shops better meet the needs of target populations.

# Aquatics, Leisure and Recreation



## Results

- Increased range and reach of leisure and recreation opportunities are available across the district.

## Link to Community Outcomes in Long Term Plan:

- Safe, resilient and healthy communities

## Link to Goals in Long Term Plan:

- Our community has access to health, social and recreation facilities (and services)
- Our older people have access to opportunities
- Our young people live in a safe and supportive environment and are empowered;
- Our community has access to health, social and recreation facilities (and services);
- Our older people have access to opportunities;
- All our people and communities have opportunity to participate in local decision-making.

## Objectives for 2016-2017:

- Ensuring a broad range of programmes are delivered that encourage every child to learn to swim as well as promote population wide fitness and health;
- Delivering a range of aquatic events to target populations;
- Working with health and education sector to provide programmes that promote swimming, fitness, health and recovery from injury or illness ;
- Developing a Shared Pathways Strategy across the district;
- Ensuring robust and compliant health and safety systems are well understood and implemented across all aquatics facilities;
- Encouraging a "network" of community pools across the districts;
- Increasing capacity and membership of sport, recreation and leisure clubs;
- Exploring medium-long term opportunities for aquatic experiences for the district including splash pads and a multi-purpose sports facilities;
- Increasing aquatics revenue generation;

- Building positive public profile and reputation of aquatics;
- Listening to and responding to customer feedback.

## Longer Term Objectives:

- Every child in Horowhenua district can swim;
- Community wide health and fitness;
- Increased membership of sport, recreation and leisure clubs.
- Increase in multi-purpose recreation facilities;
- Increased range and reach of leisure and recreation opportunities are available across the district.

# Community Hubs



## Results

- There is a place based model for community services delivery across the district, through a network of Community Hubs. Wherever possible, library services, community development activities, community and visitor information, Council services and bookable community spaces are components of these Hubs.

## Link to Community Outcomes in Long Term Plan:

- A community of knowledge, culture and diversity where people are proud to live
- Safe, resilient and healthy communities

## Link to Goals In Long Term Plan:

- Our communities have a "sense of place"
- We invest in the knowledge and skills of our people
- We are proud of our heritage and diversity
- Our young people live in a safe and supportive environment and are empowered
- Our older people have access to opportunities

## Objectives for 2016-2017:

- Developing Te Takere o Kura – hau – po further as a community hub with increased community events, programmes and activities;
- Extending the reach of Te Takere o Kura – hau – po by encouraging community initiatives in the courtyard of the building ;
- Encouraging community and community group involvement in programme and activity delivery within community hubs;
- Preparing and implementing operational plan for Te Awahou-Nieuwe Stroom as part of the network of community hubs;
- Increasing revenue generation within hubs and contributing to the District's economic development strategy;
- Increasing volunteer opportunities;
- Increasing community utilisation of bookable spaces in community hubs;
- Increasing the range of Council services delivered from community hubs;
- Regular monitoring and evaluation of the user experience of services and programmes;
- Reviewing Youth Space in Te Takere and exploring different models with community, agency and funding partners;

- Investigating and implementing an efficient and effective service delivery model for exhibitions within Hubs;
- Increasing visitor and community information provision;
- Exploring further potential hub opportunities across the district.

## Longer Term Objectives:

- There is a place based model for community services delivery across the district, through a network of Community Hubs with strong and flexible ties to encourage efficiencies and integrated and coordinated services, while reflecting the unique character of each community;
- Local history and culture is broadly known and well understood;
- Enhanced connections and relationships between people in community;
- Increased volunteerism;
- Community-led delivery of events and activities;
- Broad public awareness of community services and community groups;
- Economically sustainable community based service delivery.

# Libraries and Community Learning



## Results

- Library services, wherever possible, are components of community hubs as an important contributor to a place based model for community services delivery across the district.

## Link to Community Outcomes in Long Term Plan:

- A community of knowledge, culture and diversity where people are proud to live

## Link to Goals in Long Term Plan:

- We invest in the knowledge and skills of our people
- We are proud of our heritage and diversity
- Our young people live in a safe and supportive environment and are empowered
- Our older people have access to opportunities

## Objectives for 2016-2017:

- Enhancing the library offering in to Foxton; Shannon and Tokomaru; Increasing membership and utilisation of library services (including remote/digital access);
- Increasing district-wide delivery and participation in local history, lifelong learning and literacy (including digital literacy) programmes;
- Identifying and implementing library service efficiencies; Increasing opportunities for volunteers;
- Building the reputation of the library in providing excellent customer service and pro-active guidance to people in their use of library resources;
- Increasing opportunities for library access;
- Listening to and responding to customer feedback in terms of programming;
- Building the partnerships with schools and school libraries to strengthen community resources;
- Expanding the outreach of library services as well as the partnerships.

## Longer Term Objectives:

- An enhanced national reputation in relation to local history;
- A broad range of educational programmes are routinely available for, and known by, the community;
- Library services are components of community hubs as a valuable contributor to a place based model for community services delivery across the district;
- Community satisfaction with library access;
- A reputation for successful programmes in literacy (including digital literacy);
- Increased volunteerism.



# Informing Our Thinking and Measuring our Success

*How will Council know we're doing the right things and making progress? In particular, how will Council know if we are extending the reach and range of community services, improving service coordination and integration as well as ensuring efficiency and quality?*

The Community Services Team will review and re-develop this Community Services Action Plan annually and will ensure activities planned reflect the Council prescribed principles as well as ensuring the activities to be delivered in a particular year are targeted at achieving the six Council specified results.

We will also invite community input in to planning activities and delivery through a community-based reference group. A Horowhenua Community Reference Group is being established, comprised of a range of community stakeholders, to assist the Community Services Team by advising on the community impact of community services delivered, identifying future community service opportunities and assisting with ongoing monitoring and evaluation.

## Horowhenua Community Reference Group

### Purpose:

- Ensure the perspective of Iwi is provided to Council on the range of community services delivered by Council;
- Ensure the perspective of different geographical communities of Foxton/ Foxton Beach, Shannon, Tokomaru, Waitarere, Ohau, Manakau and Waikawa are provided to Council on the range of community services delivered by Council;
- Ensure the perspective of different target populations of families with children, youth, older people and people with disabilities are provided to Council on the range of community services delivered by Council.
- Ensure the perspective of key community-based user groups of Aquatics, Libraries and Community Hubs are provided to Council;
- To make Horowhenua District a great place to live in;
- Build community's knowledge of Council processes to enable them to participate in Council's community consultation and decision-making processes;
- Build the Council's knowledge of the needs, interests and aspirations of the different communities within and across the district

### Goals

- Advocate for and on behalf of communities;
- Create opportunities for communities to initiate their own ideas and projects;
- Help achieve the community results endorsed by Council;
- Provide regular advice to the Council on community services matters;



## Responsibilities

Horowhenua Community Reference Group members are expected to:

- Attend quarterly Community Reference Group meetings
- Provide Community Reference Group and community service information to their networks;
- Be actively involved in their particular communities throughout their Reference Group term;
- Bring community service issues and opportunities to the Community Reference Group;
- Maintain a "positive" public image and not bring Council into disrepute through their actions or statements.

If members are unable to attend a meeting they will inform the Chair, Deputy or a Council representative, in a timely manner prior to the meeting.

Applications are received by Council and Council will appoint Horowhenua Community Reference Group members for a three year term. The inaugural term will be from August 2016 – until 3 months after the 2019 local body elections and thereafter terms will conclude within 3 months of each local body election.

A modest honorarium will be paid to cover travel costs for attendance at Horowhenua Community Reference Group meetings.

At the rear of this booklet is an Application Form for the Horowhenua Community Reference Group for the 2016-2019 Term.

Applications close on the 30th July, 2016.

# Appendix One

## Local Government Act 2002

The Local Government Act 2002 (LGA02) gives the purpose of local government: as being to promote social, economic, environmental and cultural wellbeing of communities in the present and for the future.

This Community Services Plan is directed at meeting some of Council's commitments in relation to the Long Term Plan 2015-2025. The Local Government Act requires councils to prepare Long Term Plans (LTP). These Long Term Plans have to show the relationship between the work of Council and the outcomes sought by the community. When preparing the LTP Horowhenua Councils consulted with its communities to find out what matters they wanted to see addressed. Horowhenua Council developed community outcomes from the feedback they received from their communities.

Horowhenua District Council recently undertook a Community Services Review to meet its obligations in relation to Section 17A (1) LGA02. Section 17A(1) states that Councils are required to review the cost effectiveness of their arrangements for meeting the needs of their communities for good quality services. The Review assessed the efficiency of services as well as quality of community services in terms of effectiveness and appropriateness to both the current and anticipated future community needs and aspirations. The review sought to better understand how the community services in the district need to evolve; and to identify opportunities that increase efficiency, effectiveness, quality, range and reach of service provision within a limited funding environment, in order to achieve positive community wellbeing

# Appendix Two

## Horowhenua District – Some Facts

Horowhenua district is located on State Highway 1 on the western side of the North Island of New Zealand.

Horowhenua is a 90 minute drive from Wellington. The district comprises farming communities and small beachside settlements. There has not been any significant change in the total population for 20 years. Recently released analysis by New Zealand Institute of Economic Development (NZIER) has confirmed that this is about to change. Horowhenua District is poised for significant change and has the opportunity to considerably advance its economic wellbeing and prosperity with higher growth than has been experienced over the previous 10 years.

The NZIER's analysis shows that the Wellington Northern Corridor (WNC), which is a Roads of National Significance (RoNS) project, will be an "economic catalyst" for the Horowhenua District.

The population of Horowhenua is disproportionately younger and older than the NZ average. Horowhenua is trending to more and more 65+'s. Primarily because of this population spread, there is comparatively less workforce participation.

Horowhenua has twice the number of dependents as NZ (0-14 and 65+) and relatively few young families (24-45 age group). In 2031 it is predicted that one in three citizens of Horowhenua will be over 65 years old.

Horowhenua district ranks in the top 3rd of NZ in terms of industrial diversity. Significant levels of its industries need physical labour. Primary industries across the district make up over a quarter of GDP. Dairy is the single largest sector at 13.6%. Manufacturing is still important at nearly 10%. Construction and health services add another 10%.

In 2013, the unemployment rate was over 10% compared to 6.6% in NZ. In 2014 Horowhenua's unemployment rate dropped to 9.5%. In 2015 the unemployment rate in Horowhenua dropped to 6.3%, while the national average was 5.1%.

The cost of housing compared to average income creates affordability with lower average house costs in Horowhenua compared to the rest of NZ. There is a low level of internet connectivity in Horowhenua compared to the rest of NZ.

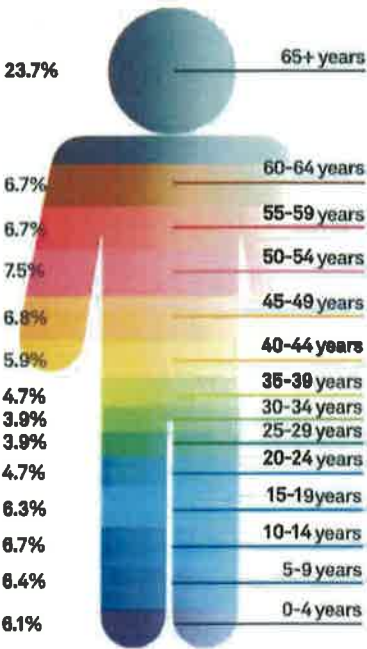
The following graphs provide a summary profile of the community of Horowhenua. In considering the statistics and agency data on the Horowhenua district, overall there is a low socio-economic status along with a level of social deprivation and an increasingly aging population. The low socio-economic status of the district and consideration of the complex social issues that contribute to social deprivation highlight the importance of HDC's role. Councils have a role in promoting the social and cultural wellbeing of communities, in the present and in the future, as well as the provision of social infrastructure. Such a role is an important means to providing wellbeing for the people and the communities of Horowhenua district.



**Horowhenua Population by marital status**

42.2%	Married (not separated)
20.7%	Separated/divorced/dissolved/widowed or surviving partner
	Never married or never in a civil union

**Horowhenua Population by age group**



Cultural Diversity	Horowhenua	New Zealand
European	77.9%	70%
Maori	21.6%	14.1%
Pasifika	4.6%	7%
Asian	3.2%	11.1%
MELAA	0.3%	1.1%
Other	1.7%	1.6%
Not elsewhere included	5.5%	5.4%



Wellbeing	Horowhenua	New Zealand
Regular smoker	42.2%	43.5%
Ex-smoker	20.7%	15.4%
Never smoked regularly	27%	31.6%
Not elsewhere included	10.1%	9.5%



Annual Income	Horowhenua	New Zealand
\$5,000 or less	10.7%	13.2%
\$5,001-\$10,000	4.8%	4.9%
\$10,001-\$20,000	25.3%	16.4%
\$20,001-\$30,000	16.9%	12.4%
\$30,001-\$50,000	17.6%	19.3%
\$50,000 or more	13.4%	24.1%
Not stated	11.3%	9.7%



## What community told us in the 2015 Residents Survey:

Across all other Council services, Community Grants / Development services achieved a rating lower than 50% satisfaction in the HDC 2015 Customer Satisfaction Survey

For respondents who have utilised this service 40% of Kere Kere residents, 38% of Levin residents, 36% of Waiopahu residents, and 26% of Miranui residents were either Satisfied or Very Satisfied with Community Grants/Development. 21% of Miranui residents, 13% of Kere Kere residents, 14% of Waiopahu residents and 11% of Levin residents were either Dissatisfied or Very Dissatisfied with Community Grants/ Development.

### Community Grants / Development

Very satisfied	7.88
Satisfied	29.05
Neither satisfied nor dissatisfied	24.76
Dissatisfied	9.96
Very dissatisfied	2.77

Satisfaction with Community funding / development by ward	Total %	Kere Kere %	Levin %	Miranui %	Waiopahu %
Very satisfied	7.88	4.44	8.51	4.88	10.84
Satisfied	29.05	35.56	30.40	21.95	25.30
Neither satisfied nor dissatisfied	24.76	22.22	24.32	14.63	28.92
Dissatisfied	9.96	10.00	8.21	21.95	10.84
Very dissatisfied	2.77	3.33	3.04	0.00	3.61

Satisfaction with Community Grants/ Development by demographic	Gender %		Age Group				Did not wish to say age
			18-24 yrs	25-39 yrs	40-59 yrs	60+ yrs	
Very satisfied	6.47	9.22	5.26	10.99	7.78	7.78	10.00
Satisfied	24.14	32.04	26.32	37.36	27.63	28.52	10.00
Neither satisfied nor dissatisfied	24.14	32.04	26.32	24.18	28.02	20.37	30.00
Dissatisfied	15.95	7.04	10.53	7.69	9.34	12.59	0.00
Very dissatisfied	5.60	1.70	10.53	3.30	1.56	3.70	10.00

The Horowhenua District Council 2015 Resident Satisfaction Survey identified swimming pools as being in the top 5 in terms of residents' satisfaction with Council facilities. While the question related to facilities we can assume the response may have included some consideration for the service delivered.

In Horowhenua, children under 15 years are the biggest user group of aquatic facilities, with 127,255 admissions over a year making up 27 per cent of users.






Parks and Reserves, Libraries (including Te Takere), Sports Grounds, Swimming Pools and Cemeteries were the Council services achieving over 50% satisfaction with the highest rating being Parks and Reserves with 79%.

Individual Interviews suggested that, for aquatic services in particular, the following have been very successful:

75% of Waiopahu residents, 72% of Levin residents, 47% of Kere Kere residents and 38% of Miranui residents were either Satisfied or Very Satisfied with Swimming Pools. 18% of Kere Kere residents, 9% of Miranui residents, 6% of

Levin residents and 3% of Waiopahu residents were either Dissatisfied or Very Dissatisfied with Swimming Pools.

Satisfaction with Swimming Pools by demographic	Gender %		Age Group				Did not wish to say age
			18-24 yrs	25-39 yrs	40-59 yrs	60+ yrs	
 Very satisfied	29.18	32.93	31.58	32.97	33.20	30.63	0.00
 Satisfied	36.48	36.80	31.58	43.96	36.68	34.32	40.00
 Neither satisfied nor dissatisfied	12.02	13.32	26.32	10.99	13.51	11.44	20.00
 Dissatisfied	6.87	4.36	0.00	7.69	6.18	4.06	10.00
 Very dissatisfied	2.15	2.18	10.53	1.10	1.16	2.58	10.00

Satisfaction with Swimming Pools by Ward	Total %	Kere Kere %	Levin %	Miranui %	Waiopahu %
 Very satisfied	31.36	12.22	38.18	14.29	32.93
 Satisfied	36.09	35.56	34.55	23.81	42.51
 Neither satisfied nor dissatisfied	13.17	16.67	12.42	14.29	11.98
 Dissatisfied	5.33	14.44	4.85	4.76	2.40
 Very dissatisfied	2.07	4.44	1.52	4.76	1.20

Similar to other local council areas across New Zealand, HDC 2015 Resident Satisfaction Survey identified libraries as being in the top 5 in terms of residents' satisfaction with Council facilities. While the question related to facilities we can assume the response included some consideration for the service delivered from the facility.

Parks and Reserves, Libraries, Sports Grounds, Swimming Pools and Cemeteries are the Council services achieving over 50% satisfaction.

84% of Waiopahu residents, 82% of Levin residents, 71% of Kere Kere residents and 45% of Miranui residents were either Satisfied or Very Satisfied with Libraries (including Te Takere). 16% of Kere Kere residents, 14% of Miranui residents, 10% of Waiopahu residents and 6% of Levin residents were either Dissatisfied or Very Dissatisfied with Libraries (including Te Takere).

Satisfaction with Libraries (including Te Takere) by Ward	Total %	Kere Kere %	Levin %	Miranui %	Waiopahu %
Very satisfied	51.64	38.20	58.54	26.19	50.00
Satisfied	27.38	33.71	24.09	19.05	34.34
Neither satisfied nor dissatisfied	7.14	4.49	7.62	14.29	3.61
Dissatisfied	4.91	8.99	3.05	9.52	6.63
Very dissatisfied	4.02	7.87	3.35	4.76	3.61

Satisfaction with Libraries (including Te Takere) by demographic	Gender %		Age Group				Did not wish to say age
			18-24 yrs	25-39 yrs	40-59 yrs	60+ yrs	
Very satisfied	41.81	57.66	42.11	58.24	51.94	50.93	30.00
Satisfied	30.60	26.03	31.58	21.98	27.52	29.37	30.00
Neither satisfied nor dissatisfied	6.47	6.57	15.79	8.79	6.59	5.20	0.00
Dissatisfied	8.19	3.41	0.00	6.59	4.26	5.95	0.00
Very dissatisfied	6.03	2.68	10.53	3.30	4.65	2.60	20.00



## Appendix Three

### Why these results matter

*Result - There is a common agenda for community wellbeing across the district.*

To achieve the best community wellbeing outcomes requires a joint effort in order to achieve the greatest impact. No single agency, group, organisation or programme can achieve wellbeing for the whole community of Horowhenua, it takes the unique contributions of a range of groups and organisations. The involvement of central government, local government, Iwi, and the community sector need to take a collective approach to local problems and this, in turn, will contribute to building community's ability to respond to challenges and adversity in the future.

A common agenda and working together fosters collaboration and collective behaviour. Monitoring helps us to understand better what has been successful and it is useful to share and apply this learning and knowledge.

Dealing with social complexity in order to achieve community wellbeing, requires a leadership approach that encourages developing a shared vision with multiple partners; being prepared to be innovative and change from a "business as usual" approach. This leadership approach also acknowledges that leadership is not limited to a particular organisation; rather, it is embodied across and between a vast number of interacting networks, organisations (iwi, government and NGO) and community groups. This approach requires continuous learning; working collaboratively and being prepared to act, react and adapt continuously going forward.

Snowden and Boone (2007) described the importance of leadership monitoring for change and successes. Westley et al. (2006) also highlighted the value of monitoring for learning, "Report, discuss and learn from failures as well as successes".

Kotter (2012) also wrote about leadership and discussed the importance of leadership in actively working to remove the barriers obstructing the achievement of the shared vision. Snowden and Boone (2007) in their writing on leadership discussed the concept of "stimulating attractors" which is when leadership actively seeks, and supports positive ideas, activities and initiatives. Westley et al. (2006) described the importance of leadership seeking out and helping initiatives showing promise, "Support small successes to reach momentum-generating tipping points".

*Result - Community based planning is implemented across the district.*

Community based planning is an effective mechanism for engaging community, growing community spirit and developing constructive working relationships between community, Councils and agencies. Public participation is a cornerstone of democratic society. Interactive community involvement in planning improves the quality of the planning, enhances trust in local government, debunks myths and misunderstandings, helps people understand trade-offs and ensures that good plans stay in place over time. Effective community engagement and participation is important to community wellbeing for two reasons as; it builds trust through sustained relationships between organisations, stakeholders and communities and, community engagement helps an organisation such as Council better respond to the dynamic and changing needs of communities. Diers (2008) described how mutually beneficial partnerships are possible when government (local and central) moves beyond narrow consultation processes that allow limited community input towards processes that support genuine community empowerment; when communities get actively involved and take a share of the responsibility for their own neighbourhoods and communities.

Several studies have demonstrated links between social connectedness and positive outcomes for individual health and wellbeing. People with more friends and connections are generally happier, healthier and better off, and that happiness spreads through social networks. Positive social relationships and connections can be a source of enjoyment and practical support. They help people to feel they belong and have a part to play in community. People who feel socially connected contribute towards building communities and society. They help to create what is sometimes called "social capital", the networks and skills that help society to function effectively. Social connectedness supports overall social capital, which in turn enhances access to contacts, resources, skills, influence, reassurance and mutual support. Social connectedness has been shown to be associated with good health, low crime, higher educational achievement, economic growth, and other positive benefits. High levels of social connectedness are thought to promote better health and psychological wellbeing.

There is a growing body of evidence to suggest that neighbourliness helps to build positive social capital and contributes to the improved wellbeing of communities, whanau and individuals (Hothi, Bacon, Brophy & Mulgan, 2011).

The New Zealand Families Commission has stated that "the more social capital that exists in a community, the greater the capacity of that community to build further stocks of social capital for the wellbeing of the collective." (Goodrich & Sampson, 2008).

*Result: There is a place based model for community services delivery across the district, through a network of Community Hubs.*

Community Hubs are a cost efficient as well as effective way to provide a broad range of community services and programmes for particular geographic communities. Integrated community facilities and services play a vital role in enhancing wellbeing, creating healthy communities, and building social networks. A network of hubs can leverage off opportunities and efficiencies, provide access and equity of community service while also recognising and responding to the unique characteristics and interests of each local geographic community. Effective hubs improve coordination and access to services by community. There are potentially significant economies of scale in operating such community infrastructure; more efficient land/ facility use, as well as opportunities to leverage funding and service provision from a range of other partners. Hubs play an important role in meeting local community needs for spaces to deliver activities and events. Hubs provide spaces for communities to participate, spaces for communities to connect and meet, spaces for community to lead their own activities. Building community is a key aspect of community hubs; building links between individuals, families and communities. Importantly hubs are places that are integrated in terms of programmes and activities and services that occur within them as well as across the network.

Successful hubs respond to, and are shaped by, the unique circumstances, needs and assets of their geographical community and co-locate a range of community services.

*Result: Libraries have a key role in a place based model for community services delivery across the district.*

Libraries, across New Zealand, are the Council facility that residents / ratepayers, by choice, spend the greatest amount of their time in. It makes sense, therefore, to ensure libraries are anchor tenants in any community hub development across the district, building on this nation-wide popularity of libraries. There is a New Zealand wide as well as international trend to integrate public libraries into local community centres of information, making all kinds of knowledge and information easily available to users.

Within community hubs, public libraries help promote literacy and lifelong learning as well as the pure enjoyment of reading. Libraries are also places where people can go to find out about local history and to get information.

The services public libraries offer generally include:

- Welcoming spaces
- Magazines, CDs, DVDs and other media as well as books for loan
- Access to electronic resources and eBooks, including many which are only available on subscription
- Skilled staff to assist customers to access the information and resources they need.
- Tools and equipment to access the internet, including free Wi-Fi
- Programmes in support of literacy and lifelong learning for adults and children
- Materials and programming in te reo Māori and other community languages
- Unique collections of materials on the local region
- Opening hours on six or seven days each week
- Targeted visits to and from community groups and schools.

"Most libraries in New Zealand offer free Wi-Fi for anyone who comes to the library. Alongside this is the provision of PCs for access to the internet and other functions for those who have none in home" (Queenstown Lakes District Council, 2014).

"Libraries and literacy are intertwined and it is why much of a library's programming in the past has been in the area of reader development. But the skill of reading is no longer sufficient to access the world of knowledge – a person needs a range of digital and media skills and libraries are

now providing support to customers with getting the best from the devices and applications that enable learning and creativity to happen in different ways.

"Libraries have always had a role in making sure documents about their area were kept for future generations. Public libraries are increasingly collecting digital and user created content about an area. Many libraries are working with local volunteers to capture the memories, images and documents that tell the local stories.

"Customer service models are also changing. RFID technology (using radio frequency tags instead of barcodes) enables more self-help by customers and faster issue and return of stock, freeing up staff to do more advisory and programming work and better collection management.

Some libraries are finding different ways of delivering library services to the community. House bound delivery of books including cycle delivery, book deposits and postal book services as well as virtual access are just some of the ways libraries can engage with a wider audience, providing customer friendly ways of service delivery.

The Strategic Framework for libraries of New Zealand identifies five key roles for libraries:

- Access to knowledge and ideas;
- Fostering reading and supporting literacy;
- Enabling independent lifelong learning;
- Making local content and history available;
- Providing community-based services for all, in places that are at the heart of community.

There are four strategies driving public libraries across New Zealand:

1. Forming strategic alliances to enable public libraries to make a stronger contribution to the development of social capital in their communities;
2. Delivering better value public service;
3. Using new technologies to deliver content and services, anytime, anywhere;
4. Developing leadership and other skills. Result: Library services, wherever possible, are key components of community hubs.

*Result - Integrated social service delivery across the district is actively encouraged.*

There is clear evidence on the effectiveness of integrated social services for vulnerable population groups including early intervention programmes. Evidence includes increased capacity and value for money as well as reducing demand for crisis services. Other benefits include improving strategic planning and system integrity through sharing of information between different agencies and programme areas to enable a better understanding of service usage patterns, system outcomes, and client needs. From a user perspective benefits include simplified access, faster response times, holistic and customised support, more positive user experience and improved outcomes. Social services help New Zealanders to live healthy, safe and fulfilling lives. They provide access to health services and education opportunities, and protect and support the most vulnerable. The quality of these services and their accessibility for those in need are crucial to community wellbeing. Much of the investment in this area is made by central government. Social services are delivered by a mix of government, some "for profit" and mostly "not for profit" community organisations.

Scharmer (2011) has written about how the traditional approach taken by governments to resolving many complex social issues (such as youth offending, family violence, or child abuse) has tended to be the establishment of a dedicated single agency, department or team. Scharmer concludes that a single agency approach to any complex social issue does not work. Scharmer (2011) suggests this type of approach merely encourages different agencies, and even whole sectors, to work in further isolation within their respective agency or sector. Scharmer (2011) describes how this type of problem can be most clearly seen when one government organisation's planning, delivery and funding of services is not directly connected to planning, delivery or funding of other government departments (local and / or central). He also describes how successful community outcomes are unlikely when the planning, delivery and funding of services are not well connected to

the planning of the community that is intended to be served. Similarly, Westley et al (2006) described the key barrier to finding new and innovative ways to do things are when the different areas of action and activity are deliberately kept separate (e.g. health separate from education).

Fragmented services are associated with poor outcomes, especially for children and young people. Service integration contributes to improving access and take-up, but also provides an answer to coping with new types of social risks, the increased role of prevention, and the need for coordination between increasingly complex services.

Providing access to local early-intervention programmes can also reduce the need for more intensive and costly programmes later.

There are a number of ways integration can be improved and while co-location is just one mechanism for increased integration of social services it is important. Research suggests some economies of scale can also be achieved through sharing back-office duties. Funders can also benefit from co-location of service providers through increasing service access and thereby increasing usage as well as reducing duplication.

Scharmer (2011) described the benefits of integrated service and integrated funding models in service delivery as well as funding to communities. Effective integrated services and funding models need to be developed and include the communities to be served.

The expectations of New Zealand residents are changing with a greater expectation of links between health, education and social responses. Encouraging working more collaboratively and in a more integrated way, with a range of internal and external partners, is an appropriate response to these changing expectations.

*Result - Increased range and reach of leisure and recreation opportunities are available across the district*

Leisure and recreation are both crucial components of balanced and healthy lifestyles. Recreation and leisure play an important role in social and community wellbeing by providing people with a sense of identity and personal autonomy. Involvement in leisure-time activities adds meaning to individual and community life and contributes to people's overall quality of life. Recreation can encourage personal growth and self-expression and provide increased learning opportunities, satisfying needs sometimes not met in people's non-leisure time. For many people, participation in leisure and recreation improves their physical and mental health. Recreation often involves a physical activity or sport. Research shows increased physical activity can lead to fewer health problems and higher productivity at work, especially when combined with a balanced diet and a healthy lifestyle.

The benefits for mental health are equally important. Several studies have demonstrated links between regular physical activity and a reduction in the symptoms of mild or moderate depression, stress and anxiety. Passive leisure also has benefits for mental health, by providing an outlet for the mind. It may provide physical rest, tension release and opportunities to enjoy nature and escape from the daily routine.

Participation in leisure and recreation activities can also have social benefits. It creates opportunities for socialisation and contributes to social cohesion by allowing people to connect and network with others. It can also contribute to family bonding when families do things together in their leisure time.

As an industry, recreation trends and users' needs have changed as limitations on disposable income and available time for leisure activities have become greater. For many sports and activities, this has seen a shift away from structured sports and associations to unstructured pay per use social sports and sporting events.

Recent developments in aquatic centres have included more integrated recreation options. In the future, there will continue to be more opportunities for greater integration between leisure, recreation and sports opportunities.

At the same time, standards and legislation for safety in recreation, sport and leisure activities have increased. This trend is expected to continue as society becomes increasingly risk adverse and responsibilities and penalties around health and safety increase.

Local communities provide an important context in which children, youth, and families grow, develop, and function. People who are less affluent or less well-integrated into the larger society (such as children and youth) are particularly reliant on the local community to provide needed services and for connections to leisure and recreation opportunity, information and wellbeing. Pools, recreation and leisure opportunities represent a source of access, resources, knowledge, and connections that can improve the well-being of children and youth and support their development.

# Appendix Four

Complete this form and post to: **Attention Denise Kidd**  
Horowhenua District Council  
Private Bag 4002, Levin 5540

or email to: **denisek@horowhenua.govt.nz**

## Application Form – Horowhenua Community Services Reference Group

To be considered for membership of the Horowhenua Community Services Reference Group you must be:

- Available to attend quarterly meetings
- Actively involved with your community
- Interested in social issues and community wellbeing

Please indicate which category are you applying for consideration in:

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> <b>Iwi</b> (HDC will discuss iwi representation with iwi directly)  | <input type="checkbox"/> <b>Specified target populations</b> (please circle):<br>Families with children<br>Youth<br>Older people<br>People with disabilities | <input type="checkbox"/> <b>Key community-based user group of</b> (please circle):<br>Aquatics<br>Library or Community Hub/<br>Community Centre |
| <input type="checkbox"/> <b>Geographical community</b> (please circle):<br>Foxton/ Foxton Beach,<br>Shannon<br>Tokomaru<br>Waitarere<br>Ohau<br>Manakau<br>Waikawa |  |   |

**First Name:** \_\_\_\_\_ **Last name:** \_\_\_\_\_

**Gender:**  Male  Female **Ethnicity:** \_\_\_\_\_

**Postal Address:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Email address:** \_\_\_\_\_ **Phone:** \_\_\_\_\_

**Summary of recent and current community involvement** (not more than eight sentences):

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Summary of the positive contribution I can make to the Horowhenua Community Reference Group** (not more than eight sentences).

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**The Name and contact details for two community based referees who can be contacted as referees for this Application Form:**

**Referee 1**

**Name:** \_\_\_\_\_

**Role in community activity:** \_\_\_\_\_

**Postal Address:** \_\_\_\_\_

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**Email address:** \_\_\_\_\_ **Phone:** \_\_\_\_\_

**Referee 2**

**Name:** \_\_\_\_\_

**Role in community activity:** \_\_\_\_\_

**Postal Address:** \_\_\_\_\_

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**Email address:** \_\_\_\_\_ **Phone:** \_\_\_\_\_

By submitting this application, I agree to my referees being contacted in the capacity of referee for this Application Form. I also agree to the details included in this application being held on file with Horowhenua District Council.

I agree to notify Horowhenua District Council if my contact details change or if my involvement with the community activity / group specified changes, in order that the Information Council holds about me is accurate and current.

I understand that Horowhenua District Council will make the final decision on membership, with consideration of a Summary Report on all applications, received by due date, as prepared by Council Officers.

**Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

**Horowhenua**  
DISTRICT COUNCIL



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