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# A FRAMEWORK FOR DEVELOPING SUSTAINABLE COMMUNITIES





# Background to the Framework

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## *Policy frameworks are useful for:*

- establishing an overall perspective & the best direction to take
- communicating aims & priorities to other Ministers
- identifying commonalities in approach with other agencies
- getting ideas out in the public domain



## Background to the Framework (cont.)

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### *The sustainable communities framework:*

- ❑ has been developed by DIA, MSD, CYF & CEG (agencies of the Community & Voluntary Sector portfolio)
- ❑ is based on experiences of NZ communities & community workers, as well as published research
- ❑ has received input and comment from other agencies - (e.g. TPK, MED, Treasury, Housing)
- ❑ provides a tool for a developing a cross-sector strategy for building sustainable communities



# Why is Government Interested in Strong Communities?

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- Creative, forward-looking communities are an important building block for an innovative economy
- Communities with high social capital facilitate individual & family/whanau well-being
- Cohesive communities are more likely to find effective solutions to local issues and problems
- Self-determining communities with capable leadership pursue development appropriate to their own values and aspirations
- Informed, responsible communities tend to look for practical ways of achieving sustainable development
- Inclusive, involved communities are more resilient in the face of adversity & external shocks



# What is a Community?

A network of people & organisations bound together by factors such as...

- Shared identity, culture and/or whakapapa – eg. hapu/iwi or ethnic group
- Common geography
- Administrative or political arrangements
- Similar interest or kaupapa eg. voluntary organisation, Maori community group or online “virtual community”

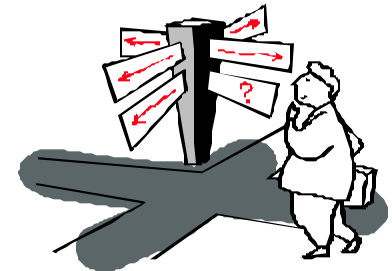




# Recent Impacts on Communities

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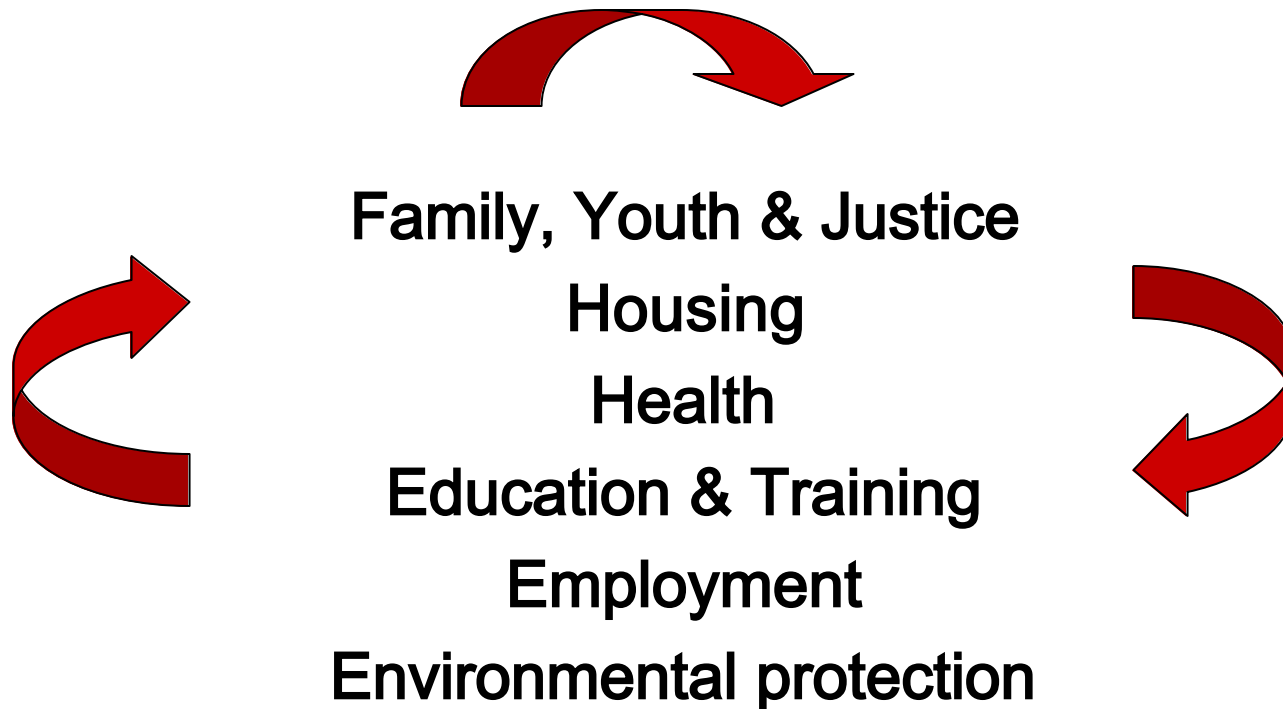
- Globalisation – trade, information, jobs, values
- Moves toward devolved responsibility and greater self-determination
- Changes to the welfare state
- A greater role for the community & voluntary sector
- Treaty settlements & Maori development
- Increasing social diversity





# Complex Community Problems Require Holistic Solutions

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*Example: Bay of Plenty healthy housing*



# Government's Evolving Approach to Building Strong Communities

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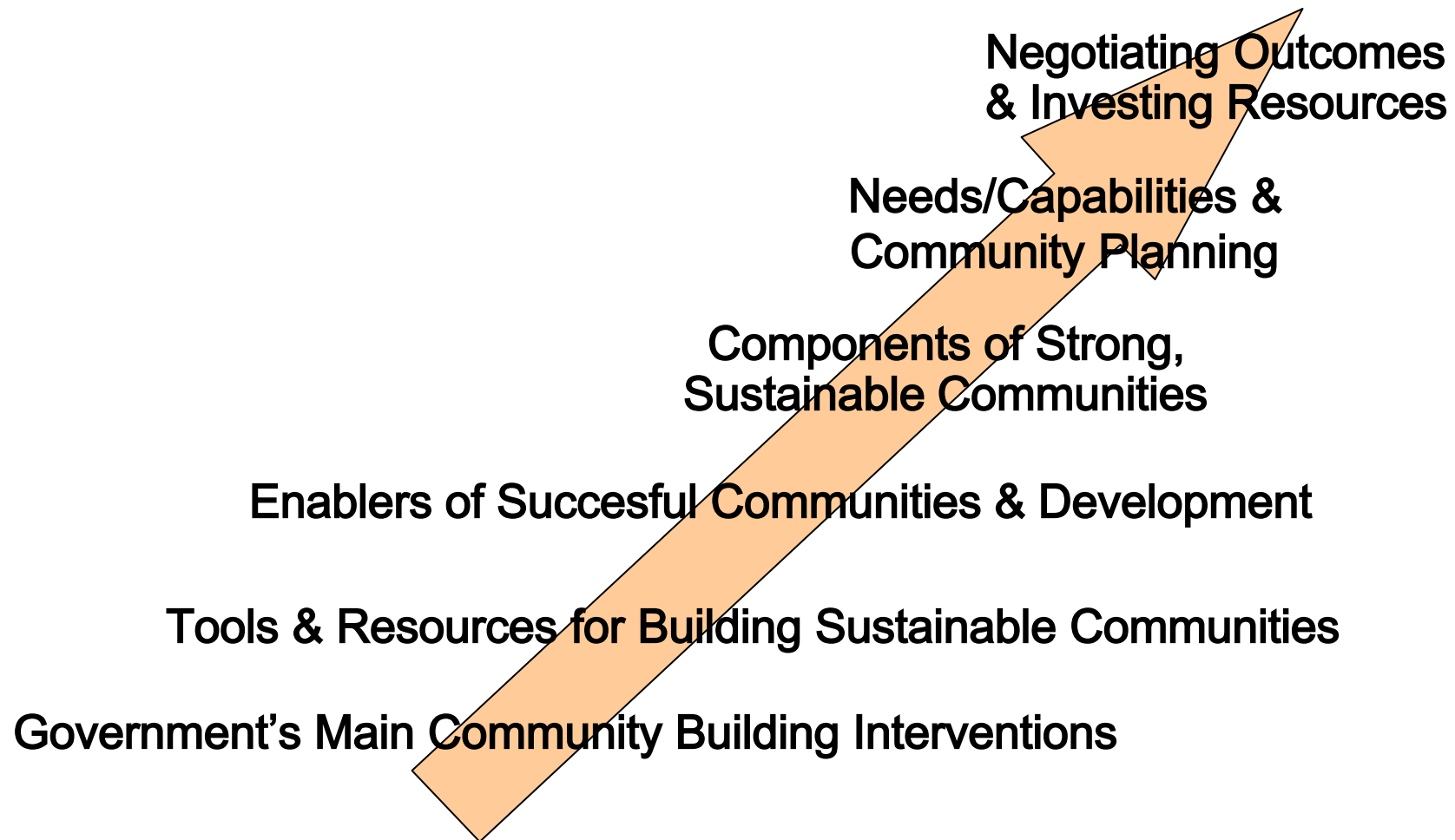
- ➡ Community owned solutions & community driven development
- ➡ Facilitation & effective capacity building
- ➡ Diversity of responses and models
- ➡ Collaboration & partnership
- ➡ From silos to a whole of government approach
- ➡ Achieving mutual outcomes with communities





# A Sustainable Community Investment Approach

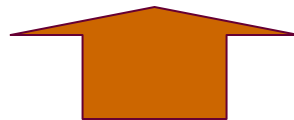
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# Government's Main Community Building Intervention Strategies



- Overcoming disadvantage & ensuring basic well-being
- Facilitating citizen participation
- Strengthening community capabilities
- Addressing intractable problems
- Supporting development initiatives





# Enablers of Strong, Successful Communities

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- Promotion of community identity, shared values & self-determinaton
- Skilled leaders & capable organisations
- Strong social capital - bridging & bonding networks, opportunities for civil participation
- Access to necessary funding & social services
- Access to relevant advice, information, research & technology
- Necessary local infrastructure
- Supportive legislative & regulatory environment



# Government's Community Investment Tools & Resources

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- ✓ **Community advisors & social entrepreneurs – empowering, mentoring, brokering, facilitating**
- ✓ **Community social services provision**
- ✓ **Inter-agency initiatives (e.g. families, crime prevention, youth, health, housing, employment)**
- ✓ **Information access – IT, online information, research, public information**
- ✓ **Organisational & leadership capacity building**
- ✓ **Funding for community/voluntary groups & economic development**
- ✓ **Training and education**

# Government's Community Interventions & Investments

Investments Interventions	Funding	Advice & Facilitation	Access to Information	Social Services	Brokering Relations
Capacity building	Yes	Yes	Yes		Yes
Facilitating participation		Yes	Yes		Yes
Overcoming disadvantage	Yes	Yes	Yes	Yes	Yes
Addressing intractable problems	Yes	Yes	Yes	Yes	Yes
Supporting development initiatives	Yes	Yes	Yes		Yes



# Investment Principles

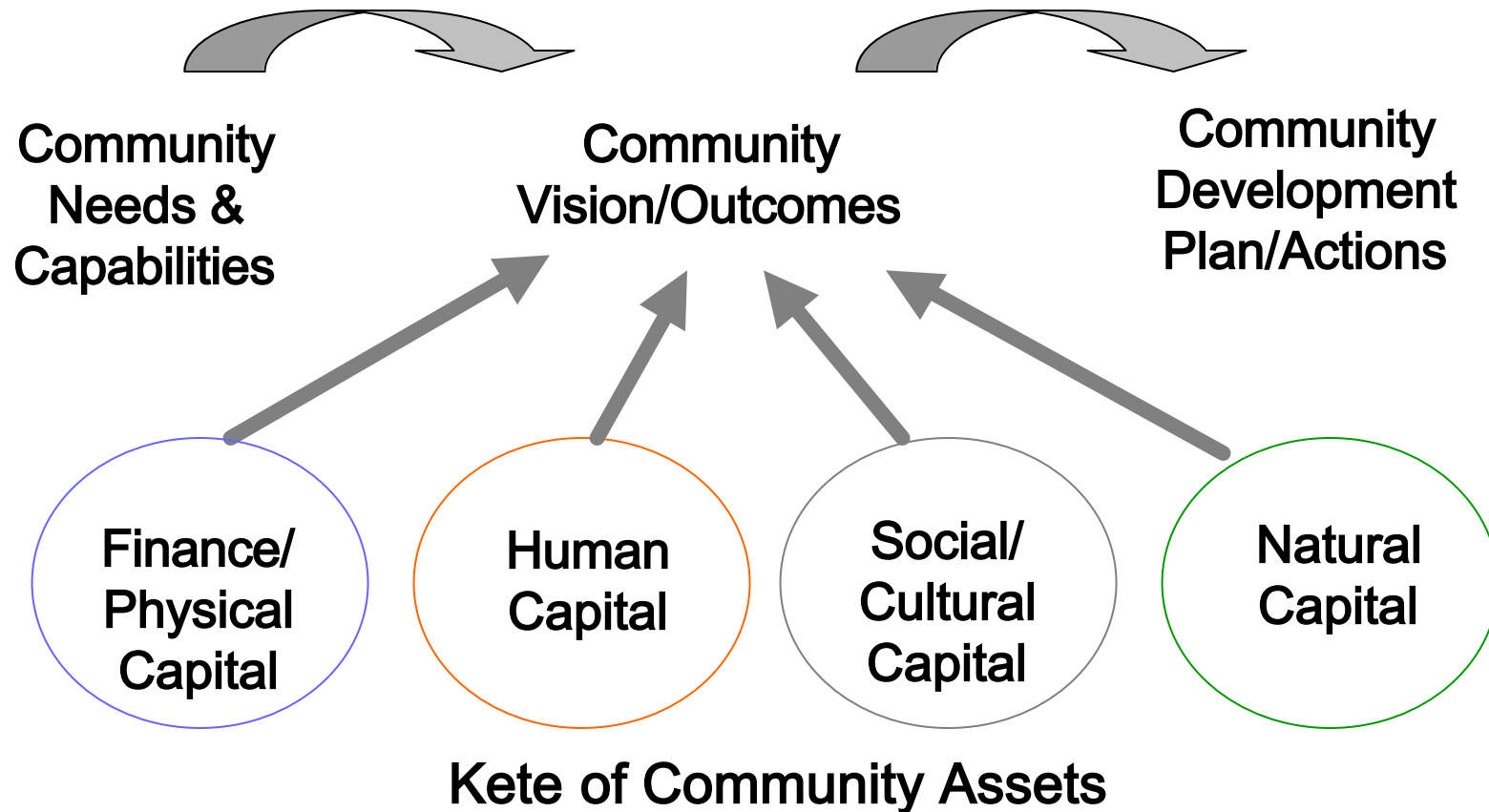
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- ✓ Achieve mutually agreed outcomes
- ✓ Foster partnerships & shared responsibility
- ✓ Consistent with the Treaty of Waitangi
- ✓ Address exclusion & intractable community problems
- ✓ Are benefit-cost effective
- ✓ Foster sustainable development
- ✓ Result in strengthening community capacity for self-determined development



# Sustainable Community Development Planning

## Whole Community/Hapu Participation





# Kete of Components/Assets of Sustainable Communities

## Economic

Finance  
Capital  
Physical  
Infrastructure  
Business  
Employment  
Trade

## Human

Leadership  
Innovation  
Skills &  
Knowledge  
Education  
Training

## Social/Cultural

Social networks  
Governance  
Communications  
Cultural knowledge  
Reciprocity  
Shared values  
Spiritual beliefs

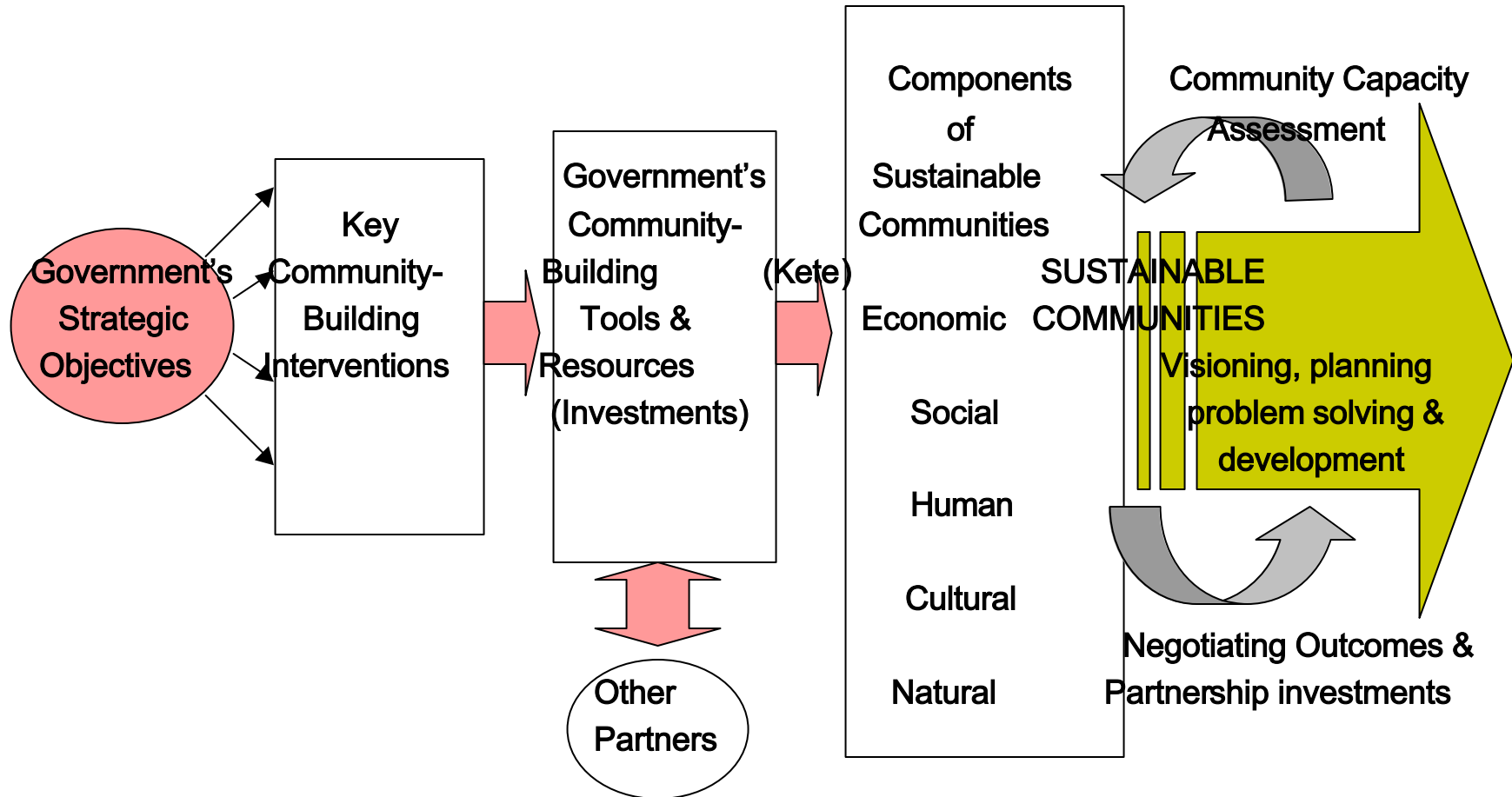
## Natural

Land & minerals  
Fresh Water  
Marine life  
Clean Air  
Forests  
Flora & fauna





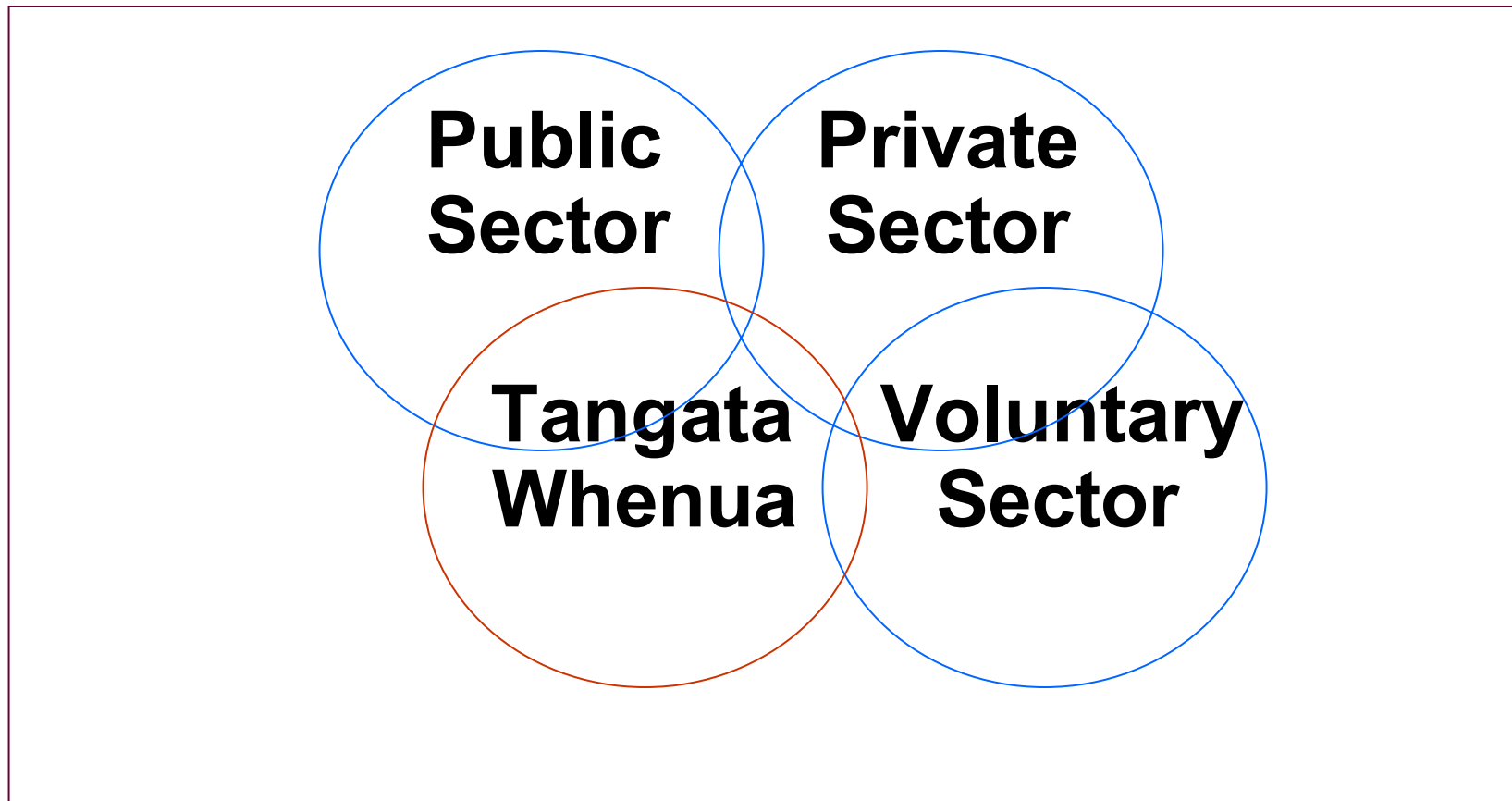
# A Whole of Government Investment Model for Building Sustainable Communities





# Local Community Partners

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# Example of Collaborative Community Development

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## *Project “K” (Kaikohe):*

- **Role of advisors – catalysts, facilitators & brokers**
- **Stakeholder involvement across all sectors**
- **Community involvement in identifying local needs & community strategic planning**
- **Access to information and IT**
- **Supporting local leadership & community organisation capacity building**
- **Creating partnerships for co-ordinated resourcing**



# Time for a Co-ordinated Community Investment Approach

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**An inter-agency community building strategy is needed:**

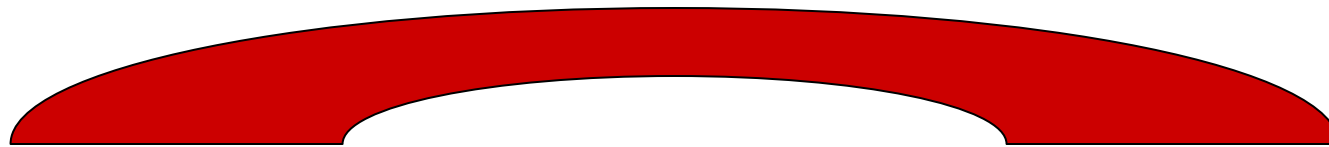
- To give effect to the Statement of Government Intentions for an Improved Community Government Relationship
- To respond to community/hapu/iwi expectations and flaxroots initiatives
- To give effect to New Zealand's commitment to be a world leader in sustainable development
- To enable communities to effectively utilise new Local Government legislation
- To align fragmented silo interventions, e.g. services and funding, to better benefit communities (Review of the Centre)



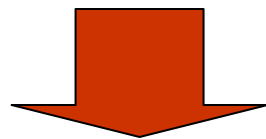


# Key Communities for Government Strategic Engagement

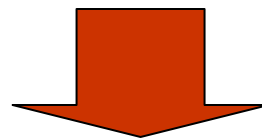
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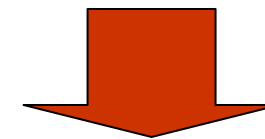
**Developing Sustainable Communities**



**Hapu  
Development**



**Local  
Community  
Development**



**Pacific/Ethnic  
Community  
Development**





# Strong Communities ...

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- **Seek appropriate solutions together**
- **Provide people with a sense of belonging & purpose**
- **Share a vision and common values**
- **Have capable, enterprising leadership**
- **Have proactive, inclusive organisations**
- **Are resilient and resourceful**
- **Manage their own self-determined, sustainable development**

