

Stratford District Council  
**Community  
Development Strategy**



# Community Development Strategy

## Background to Development of Community Development Strategy

As part of the Stratford District Council's Long Term Plan 2012 - 2022, Council stated that a Community Development Strategy should be developed. This strategy will reflect Council's role in supporting the community.

The Community Development Strategy reflects the communities vision and expectations for community support, and explains how Council plans on getting there. To reflect changes in the Local Government Act, the Community Development Team has refocused their strategies and targets. Changes have been made from encompassing the "well-beings", to providing quality and efficient services within the district. The recent changes in the Local Government Act have meant the Community Development Team now focus on ensuring they are carrying out the core functions of Council.

## Vision

*"An engaged community, where everyone has an opportunity to participate."*

## Profile of Stratford District

The Stratford District covers 2,710 square kilometres.

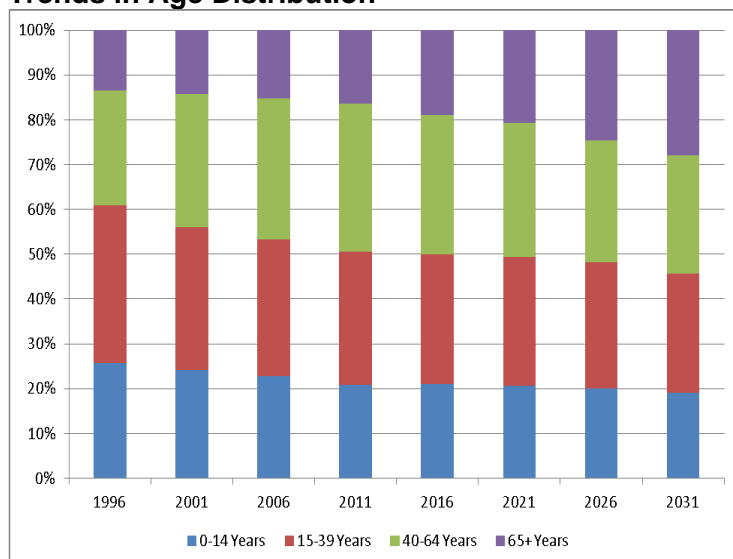
Stratford's population in the 2006 census was 8,892 of which approximately 5,400 live in the Stratford township. The 2013 Census show Stratford's population has grown to 8,988.

In general terms the observed changes within the population of Stratford District follow patterns seen elsewhere in rural New Zealand and in many respects anywhere within the western nations.

These trends can be summarised as:

- Stable total population
- Ageing population
- Rural to urban population movement
- Increasing ethnic diversity

## Trends in Age Distribution



## Population Growth

Figure 21. Population growth (year to June 2013)

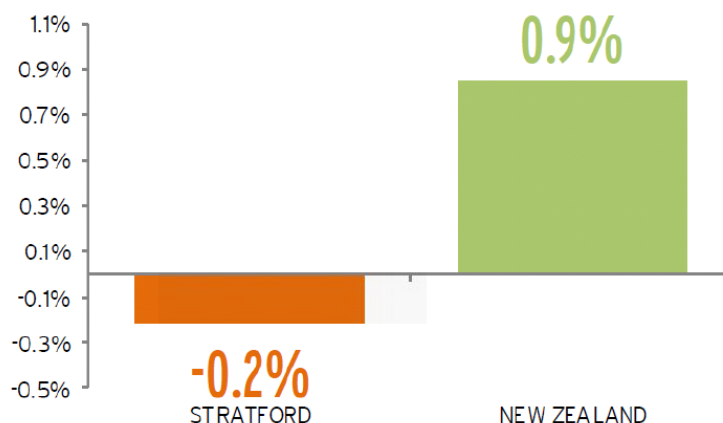
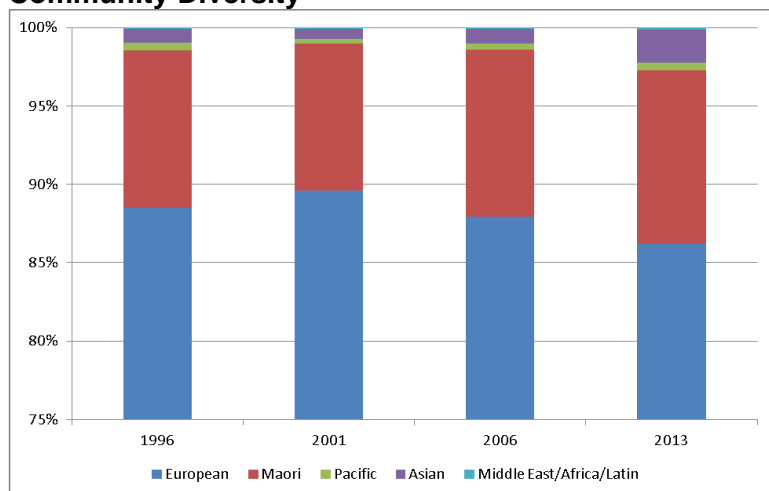


Figure 22. Annual population growth (June years)



## Community Diversity

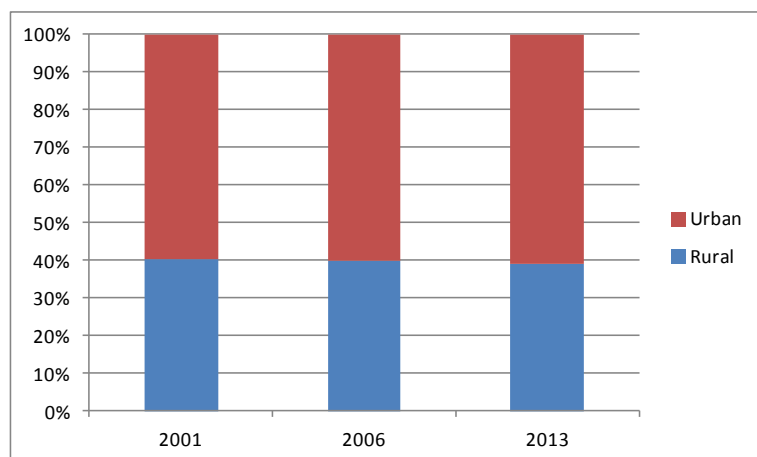


Stratford districts population was 9,600 in 1996 and declined from this, but has since stabilised. Stratford is now seen as a rural/residential township and central to employment opportunities. It is at the centre of the region and is a town with easy commuting to other localities.

It is estimated that the Stratford township has grown by over 4% since 2001, whilst the rural area has decreased by 5% over the same period.

The loss from the rural area of the district has caused its population share, at 41% of the district in 2001, to be less than 39% in 2010. If this trend continues then the rural share of the population can be expected to drop further to around 35% within the next 20 years.

## Urban Rural Drift



The main characteristics of Stratford District include:

- The population of Stratford District was 8,988 at the 2013 Census. During the past 15 years the population has remained relatively static and is gradually ageing.
- The ethnic makeup of Stratford District is primarily European and Maori.
- For people aged 15 years and over, the median household income (half earn more, and half less, than this amount) in Taranaki Region is \$63,648. This compares with a median of \$67,028 for all of New Zealand (2011).
- Of the Stratford workforce 42% is employed within the Taranaki region but outside the district.
- Of those people aged 15 years and over in Stratford District, 30.2% have a post-school qualification, compared with 39.9% of people throughout New Zealand.
- Stratford District has good schools, a strong volunteer base, good local sport and healthcare facilities.
- In customer surveys there have been comments that Stratford has all the necessary facilities, affordable housing and that the community takes pride in our District.

Stratford is a unique district, balancing its rural and urban communities. The Council has a responsibility to manage affairs in the town centre as well as its three main rural centres, Midhirst, Toko, and Whangamomona. Varying needs and solutions are required for these different areas.

The community has a strong set of leaders who involve themselves in a range of voluntary work. The community as a whole has a high rate of voluntary work, compared with the rest of the country.

### **Overview of the Community Development Team**

Current Community Development services include:

- |                                       |                        |
|---------------------------------------|------------------------|
| • Providing Information               | • Capacity Building    |
| • Community Funding                   | • Positive Ageing      |
| • Youth Development                   | • Community Safety     |
| • Health and Disability               | • Arts and Recreation  |
| • Community Events                    | • District Promotion   |
| • Community Engagement and leadership | • Economic Development |

Some of these community activities are provided as legislative requirements from central government, however, the majority are provided as no other organisation or group solely provides them in the community. One of the strengths of the district is that Council vary rarely performs these tasks in isolation, and is in collaboration with other groups.

Council strives to create and strengthen partnerships with community organisations, to better identify community needs.

These partnerships help Council identify issues that need addressing in the community. Addressing these

issues is key when trying to attract funding, and ensuring that council's community and cultural well-beings are met.

Part of the Community Development Team's work is community events. Events provide an opportunity for members of the community to come together and celebrate the districts vibrancy. While creating a sense of community, this is also an avenue for Council, and other community organisations, to interact directly with ratepayers and residents.

To participate to their full capacity, community groups often rely heavily on funding. Council provides guidance and support for these community groups, which improves their chances of accessing suitable grants. Council also administers the Sport NZ Rural Travel Fund and Creative New Zealand Funding Scheme.

The Community Development Team supports formal initiatives such as the Stratford District Youth Council and Mayors' Taskforce for Jobs. Council aids various community groups with administration.

## **Community Development Activities**

The Community Development Team aims to provide reliable information and capacity building while providing services which include:

### **Communications & Promotions**

- District Promotion
- Community Events
- Publications
- Consultation
- Engagement
- Maori liaison

### **Community Development**

- Positive Ageing
- Youth Development
- Community Safety
- Health and Disability
- Community Funding
- Arts and recreation

### **Economic Development**

- New business development
- Attract residents
- Attract employees
- Attract visitors
- District tourism
- District promotion

Economic Development aims to encourage the creation, retention and reinvestment of wealth, services, and businesses within the district. Economic Development activities fall under the Community Development Team, they are further detailed in the 2012 – 2015 Economic Development Strategy.

The Communications Strategy and Consultation Strategy referred to in the following tables are currently being developed.

## **From the Long Term Plan**

### **Community Outcomes**

1. Affordable quality services and facilities.
2. Prosperous urban and rural business environment.
3. Sustainable use and enjoyment of the natural environment.
4. Attractive and safe built environment.
5. A district with a clear identity where people of all cultures experience a sense of inclusive community.

### **Performance Measures**

1. To encourage participation of youth in development programmes.
2. To provide a number of community events and provide support that encourages involvement of the community.

## Community Development

Capacity building with existing organisations, identifying gaps within the community, and initiating new programmes to fill those gaps.

<i>What we do</i>	<i>What we mean by it</i>	<i>How we achieve it</i>	<i>Council's role</i>	<i>How it's measured</i>	<i>LTP Reference</i>
<b>Information Provider</b>	Provide accurate information regarding Council's services	Maintain and make available a Community Directory	Liaise with community groups	Completed and up to date Community Directory available to the public	Community Outcome #5 Performance Measure #2
		Provide accurate information regarding Council's services	Promote Council services as designated in Communications Strategy	Customer Satisfaction Survey	
<b>Capacity Building</b>	Support community groups to better serve the District's residents	Provide training and support through our partnerships with Community Development organisations	Partner in the Wheelhouse	Partnership maintained	Community Outcome #5 Performance Measure #2
		Partner with community groups to achieve their desired outcomes	Partner with community groups	Enquiries for support answered in a timely manner	
		Support initiatives from the Mayor's Taskforce for Jobs	Partner in the Mayor's Taskforce for Jobs	Partnership maintained	
<b>Community Funding</b>	Community knows what local funding is available and how to access it	Access to local funding is available	Administer Sport NZ Rural Travel Fund and Creative NZ Funding Scheme	Complete by 31 June annually	Community Outcome #5
		Our knowledge is up to date	Continue to partner with the Joint Action Group for funders	Partnership maintained	
		Ensure community knows how to access funding	Promote available funding opportunities as designated in Communications Strategy	Customer Satisfaction Survey	
<b>Positive Ageing</b>	Promote and provide services for the elderly	Support positive ageing group	Administer	11 meetings held annually	Community Outcome #1 Performance Measure #2
		Celebrate elderly	Promote international day of the older person	Complete by 31 October annually	
		Provide education and information around issues for the elderly	Facilitate quarterly positive ageing forums	Quarterly forums held	
<b>Youth Development</b>	Promote and provide services for youth, and provide opportunities for leadership development	Support and liaise with youth providers	Facilitate Central Taranaki Youth Stakeholder group	Quarterly meetings held	Community Outcome #1 Community Outcome #5 Performance Measure #1
		Support and develop youth initiatives	Be accessible to members of the community, particularly young people	Monthly reports	
		Facilitate and develop the Stratford District Youth Council	Funder, provision of training, administration, and support to SDYC	10 Meetings held annually	

<b>Community Safety</b>	Promote and provide services that protect our community	Ensure community safety issues are addressed in a collaborative manner	Administer, fund and partner of the Central Taranaki Safe Community Trust	Partnership maintained	Community Outcome #1 Community Outcome #2 Community Outcome #5
		Support the CCTV Programme	Provision of maintenance for cameras	CCTV cameras are functional	
		Ensure road safety services are provided to the community	Funder and partner of the Roadsafe Taranaki collaborative	Partnership maintained. Attend quarterly meetings.	
<b>Health and Disability</b>	Ensure quality healthcare and disability support is available and promote available services	Encourage an accessible community	Partner of the Taranaki Disability Strategy Coalition Group	Partnership maintained	Community Outcome #1
		Promotion of available services	Promote as designated in Communications Strategy	Customer Satisfaction Survey	
<b>Arts and Recreation</b>	Promote and support participation in the arts and recreation	Encourage the collaboration of arts based groups	Partner of the community art initiatives and Baldrick's Big Day Out Committee	Monthly Reports Partnership maintained	Community Outcome #5 Performance Measure #2
		Support regional sports body	Funder of Sport Taranaki	Partnership maintained	
		Promote community events based on recreation and the arts	Promote as designated in Communications Strategy	Up to date events calendar maintained	
		Promote School Holiday Activities provided by community groups	Promote as designated in Communications Strategy	Quarterly events promoted	



## Communications & Promotions

Promoting the district and informing the community regarding all Council activities in order to encourage community engagement and accessibility.

<i>What we do</i>	<i>What we mean by it</i>	<i>How we achieve it</i>	<i>Council's role</i>	<i>How it's measured</i>	<i>LTP Reference</i>
<b>Community Events</b>	Promote, support, and initiate events which give the district a clear identity and promote community participation  Ensure events are accessible to the public.	Support and contribute to the commemoration of memorial days including: ANZAC Day, Chunuk Bair, Soldiers Day	Liaise with RSA and other community groups	Commemorations held  Attendance maintained	Community Outcome #5 Performance Measure #2
		Celebrate trade graduates	Host Industry Training Graduation	Complete by 30 November annually	
		Celebrate our community and our parks	Hold Summer Nights events	Complete by 31 March annually	
		Create awareness around bike safety and being active	Hold bike wise event	Complete by 31 March annually	Community Outcome #4 Community Outcome #5
		Maintain online events calendar	Promote as designated in the Communications Strategy	Up to date events calendar maintained	Community Outcome #1 Community Outcome #5
		Weekly Coming Events Column for community groups is published	Promote as designated in the Communications Strategy	Published weekly in local paper	Community Outcome #1 Community Outcome #5
		Support District events including: Baldrick's Big Day Out, Whangamomona Republic Day	Contribute and promote	Events promoted	Community Outcome #1 Community Outcome #3 Community Outcome #5
		Celebrate our community volunteers	Hold Citizen Awards Ceremony	Completed annually	Community Outcome #5 Performance Measure #2
<b>District Promotion</b>	Co-ordinate District promotion	Council will provide information of activities and attractions within the District	Maintain online events calendar	Up to date events calendar maintained	Community Outcome #1 Community Outcome #5

		Promote local community group meetings and events	Coming Events Column for community groups is published in the local newspaper.	Weekly Coming Events advert published.	Community Outcome #1 Community Outcome #5
		Maintain relationships with tourism stakeholders e.g. Venture Taranaki Trust, Taranaki Pioneer Village	Funder and partner	Partnership maintained Quarterly reports received	Community Outcome #2
<b>Community Engagement</b>	Local iwi contribute to decision making processes	Provide regular consultation with Maori on community issues	Liaise with local iwi	Partnership maintained	Community Outcome #1 Community Outcome #5
		Involve iwi in significant events where appropriate	Liaise with local iwi	Partnership maintained	
	Promote Council business	Weekly publication in the local newspaper	Central Link is published in the local newspaper	Weekly Central Link advert published	Community Outcome #1 Community Outcome #5
		Maintain an online presence	Promote as designated in the Communications Strategy	Up to date website maintained	
		Council Publications are easy to read and meet legal requirements	Produce and distribute publications	Publications are produced and distributed as needed	
		Maintain a social media presence	Promote as designated in the Communications Strategy	Regular updates appear on various platforms	
	Identify and promote opportunities for the community to contribute to the decision making process	Provide regular consultation with residents on community issues	As designated in the Consultation Strategy	Consultation opportunities provided	Community Outcome #1 Community Outcome #5
		Maintain relationship with community stakeholders	Attend community meetings as needed	Relationships maintained	

## Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

From regular conversations with community groups, the following SWOT analysis was developed by the Community Services Team.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Quality events</li> <li>• Good contacts</li> <li>• Support of community groups</li> <li>• Providing required civic functions e.g. Citizenship Awards</li> <li>• Assessment of needs in community</li> <li>• Strong relationships with community groups</li> <li>• Celebrating “historical” events e.g. Anzac Day</li> <li>• Availability</li> <li>• Approachability</li> <li>• Promotion of Stratford</li> <li>• Safe community/lifestyle and affordability of lifestyle</li> <li>• Communication with public</li> <li>• Quality facilities</li> <li>• Community leaders</li> <li>• Funding</li> <li>• Social service groups</li> <li>• Health centre</li> <li>• Community group relationships</li> <li>• Regional relationships</li> <li>• Good local knowledge</li> <li>• Youth Council</li> <li>• Councillors support</li> <li>• Strong base of volunteers</li> </ul>	<ul style="list-style-type: none"> <li>• Technological barriers e.g. Fewer Twitter and Facebook users</li> <li>• Branding</li> <li>• Community apathy/disgruntlement at certain events</li> <li>• Overlapping of services e.g. Christmas gifts, Youth Citizen Awards</li> <li>• Governance of community groups (lack of depth of community leaders)</li> <li>• Community directory outdated</li> <li>• After school care</li> <li>• Involvement in regional events e.g. Bus to Festival of Lights and concerts in New Plymouth</li> <li>• Population reduction</li> </ul>
OPPORTUNITIES	THREATS/CHALLENGES
<ul style="list-style-type: none"> <li>• Promotion of events and activities</li> <li>• Ageing population</li> <li>• Communication with public through social media</li> <li>• Quality social services</li> <li>• Collaboration of services to prevent overlapping</li> <li>• Regional networking</li> <li>• Relationships with other local authorities</li> <li>• Promote council facilities and services e.g. War Memorial Hall for events</li> <li>• Training young leaders</li> <li>• Educational programmes in conjunction with library</li> <li>• Foster relationships with iwi</li> <li>• Before and after school care</li> <li>• Involvement in regional events</li> <li>• With an ageing population, more volunteers may become available</li> <li>• Building rural relationships e.g. Whangamomona</li> <li>• Hub for community promotion</li> <li>• Increase awareness</li> </ul>	<ul style="list-style-type: none"> <li>• Urban drift</li> <li>• Ageing population</li> <li>• Funding for social services</li> <li>• Succession planning</li> <li>• Changing role of councils and what is core business</li> <li>• Current volunteers are older, so there is a risk many of them may leave at the same time, and be hard to replace</li> </ul>

## **Community Development – Stratford Issues and Gaps Identified**

The following issues have been highlighted:

1. Communication with the public and community stakeholders could be improved. There is no specific strategy for how and what Council communicates to ratepayers and residents throughout the district. A targeted and strategic approach should be developed to ensure that information from Council is communicated in an effective way.
2. Diverse community engagement was identified as an area which requires development. The current ways which Council engages with ratepayers and residents are limited. Those who respond to current engagement opportunities are not a representative cross section of the community. Council needs to gather feedback on work it is doing or planning to do.
3. Almost all of the Youth Development undertaken by Council is through the Stratford District Youth Council (SDYC). Although this group is of great benefit to the community, younger and older youth, not typically targeted through SDYC's projects, fall through the cracks.
4. Experienced community leaders and volunteers don't have established succession plans for their organisations. Once these current leaders retire from their positions, there is no one coming through the ranks to take their places. Inexperienced committee members require training, and groups need assistance in governance and funding. There is a need to regularly review the groups Council provides services for.
5. Stratford is not currently fully benefiting from regional events and organisations, particularly in the arts sector. Relationships with regional groups could be better developed to the benefit of the district.

## Key Areas Identified for Growth and Development

### Strategy 1 – Improve Communication

Ensure that relevant information is effectively communicated to ratepayers and residents throughout the district.

#### Key Performance indicators:

- Communications Strategy developed and implemented
- Consultation Strategy developed and implemented
- Community Directory available online

How Will the Goal be Met	How does it meet the needs of the community
Develop a Communications Strategy	A communications strategy will help Council communicate our objectives to the district's residents.
Develop a Consultation Strategy	A consultation strategy will provide effective guidelines and processes so residents can have input into Council's decisions.
Establish an online Community Directory	This online Community Directory will be a database of community groups in Stratford. It will be user-maintained meaning users can add or change the details for their community group. Enable easier access to residents about community groups.

### Strategy 2 – Engagement

Engage a wider cross-section of the community on a more regular basis.

#### Key Performance indicators:

- Foster better working relationships with local iwi
- Council has an engaged group of residents for regular feedback

How Will the Goal be Met	How does it meet the needs of the community
Create better working relationships with local iwi	Stronger working relationships with local iwi helps create a more inclusive and unified district, where the cultural needs of Maori are met. This will help Council to meet their legislative requirements as stated under the Local Government Act 2002.
Develop stakeholder groups where needed (e.g. arts, sport, ethnic diversity)	Networking and issues around the sector and opportunities for collaboration can be discussed.
Establish an engagement group to provide feedback on Council projects at regular intervals.	Provide effective and ongoing feedback on Council activities.

### Strategy 3 – Youth Development

Quality services are available for young people throughout the District.

#### Key Performance indicators:

- Review Youth Development Strategy
- Establish a Young Adults Reference Group
- Strengthen relationships with youth service providers, contracting out services when possible
- Initiate new Youth Development projects, particularly capturing those from 18 – 24

<b>How Will the Goal be Met</b>	<b>How does it meet the needs of the community</b>
Review Youth Development Strategy	The current Youth Development Strategy is dated, and does not include some of the work that has been done to produce this document. It is crucial to keep the Youth Development Strategy relevant, or we risk losing focus on our goals, or our goals becoming irrelevant, when it comes to youth.
Establish a Young Adults Reference Group	This group would help us capture the opinions of youth who are not attracted to the Youth Council.
Strengthen relationships with youth service providers	
Initiate new Youth Development projects	

### Strategy 4 – Training and Leadership Development

Build capacity within existing community groups to ensure that they are sustainable by ensuring training and leadership development opportunities are accessible to groups.

#### Key Performance indicators:

- Communicate what services are available in relation to capacity building
- Stimulate community involvement from younger members of the community
- Ensure provision of capacity building training opportunities

<b>How Will the Goal be Met</b>	<b>How does it meet the needs of the community</b>
Communicate what services are available in relation to capacity building	The community is aware of services available to them and are able to plan and implement changes for their group where needed.
Stimulate community involvement from younger members of the community	Council needs to future proof participation in the community. Community organisations need the support of younger people as our community ages.
Ensure provision of capacity building training opportunities	Council needs to future proof participation in the community. Ensuring training opportunities are provided will ensure community groups are able to learn, plan and implement changes where needed.

### Strategy 5 – Regional Relationships

Promote collaboration amongst groups with similar aims throughout the region by building stronger relationships with regional organisations.

#### Key Performance indicators:

- Develop and maintain stronger relationships with regional organisations (eg TAFT, TRC, TA's, Sport Taranaki)
- Support initiatives involving collaboration, particularly when this prevents redundancy

<b>How Will the Goal be Met</b>	<b>How does it meet the needs of the community</b>
Develop relationships with regional organisations including events	Building strong relationships with regional organisations creates the opportunity to be a more inclusive region. This would also allow sharing of services, which would reduce the cost of putting on events both in the region and in our district.