

COMMUNITY DEVELOPMENT/ECONOMIC DEVELOPMENT: ACTIVITY MANAGEMENT PLAN - 2012 - 2022

PURPOSE OF THE PLAN

The purpose of the plan is to describe the work Selwyn District Council does in the community and economic development areas. This plan looks at:

- the reason for the activities and service provision being undertaken
- the link between services/activities and community outcomes
- issues likely to affect activities in the foreseeable future
- the objectives for the activity
- a description of the current activities being undertaken and services provided
- the possible shape of future activities and service provision
- required actions to deliver future services
- assessed risks to future activities and how they may be mitigated
- performance targets/levels of service
- financial forecasts for the period 2012/13 to 2021/22
- any assumptions that underpin future levels of service and financial forecasts.

RATIONALE

The Local Government Act 2002 requires the Council to promote the social, environmental, economic and cultural well-being of the community, both for today's citizens and those of the future.

The role of the Council in the community and economic development areas is to champion individual, group and community well-being by building and strengthening social and community services and activities and by encouraging economic growth and prosperity in the District, so that people and communities thrive and prosper.

Sustainable community development is about enabling communities to develop their own visions and solutions and to mobilise their own strengths and resources to achieve them. This is predicated on the assumption that people inherently wish to create and sustain a satisfying life for themselves, their families and future generations; and that communities know their own issues, should be able to determine their own future and, through using community development processes, will be best placed to resolve their own problems.

The Council has a key role to play, by supporting community organisations to be self-reliant and resilient through providing (often long term) funding and advisory services and, where communities are unable to provide services and activities for themselves, providing actual services. The Council must also recognise that the pathway towards a solution will not be a straight one, the learning for a community along the journey often being more important than the outcome. Through these actions and approaches, the Council is contributing to the development of strong, resilient communities which can meet their own needs, both in the present and in the future.

In the same way, Council's encouragement of economic growth through support to small to medium businesses and associated local employment opportunities and the promotion of Selwyn as a great place in which to live, work and play contributes to the economic and social prosperity of the district, making it a desirable place in which to settle long term.

The Local Government Act 2002 also requires local authorities to consult regularly with their communities about key issues and projects. Selwyn District Council does this in a variety of ways, including a bi-annual Residents Survey, which gathers feedback about levels of satisfaction with Council services. And Council's communications function encourages feedback from the community, while also providing high quality, timely information to residents about Council decisions and activities.

This Activity Management Plan covers the following services:

- Community development, which includes working with community groups to build their strength and capacity; facilitating activities and services for young people; promoting a safe community; advocating for appropriate health and social services for the District; encouraging volunteering in community activities; providing community information and facilitating or providing local community events
- Recreation, arts and physical activity programme facilitation, provision and promotion
- Economic Development and Tourism
- Libraries
- Communications
- Community research and social policy

Traditionally in Selwyn District, community activities and community centres and halls have been managed and provided by community volunteers. The Council recognises that safe and cohesive communities, particularly in the more "rural" areas of the District, rely on the largely voluntary effort of community organisations and individuals to provide opportunities for social interaction, learning, recreation and personal development. The Council will work to support voluntary effort in these communities.

Over the last few years Selwyn District has seen rapid population growth, particularly on the "commuter fringe" within 20 km of Christchurch. The residents moving into these towns are more "urban" and often "time poor", in that they have busy working lifestyles and have little time or willingness to take part in their community as volunteers. As well, many have come from an urban environment and have expectations that their local council will provide activities, particularly for their children and young people.

Already the fastest growing area in New Zealand, Selwyn's growth may well be exacerbated by the 2010/11 earthquakes and their impact on Christchurch city.

This requires Selwyn District Council to adopt some new roles with regards to community services, that is a mixture of volunteer support, direct provision and facilitation. To achieve this the Council requires professional staff to act as "catalysts" to get activities established which volunteers can then manage, to train volunteers and to work with other key agencies to bring their activities into the District.

The Council will therefore :

1. work to ensure there are a range of opportunities for individuals, groups and communities to get involved in recreation, leisure, arts, community, cultural and educational activities
2. work with local community organisations, government departments and social and health agencies to ensure Selwyn residents have access to appropriate health and social services
3. contribute to the District's economic wellbeing by working to meet the needs of local businesses and promoting Selwyn as a great place in which to live, work and play

4. provide information to the community on activities and services
5. consult regularly with the community to ensure services meet their needs

People have told the Council through Residents Surveys and consultation processes how important it is to them to belong to cohesive, active and safe communities. These are characteristics of life in Selwyn that are highly valued and that people want the Council to support. By supporting, organising and encouraging participation in community activities, safety initiatives and events, the Council helps to enhance a sense of identity, belonging and community among residents.

The benefits of physical activity are now widely accepted and recognised. These benefits include; health and well being, personal development, social cohesion, economic development, reducing health care and justice costs, reducing antisocial and self-destructive behaviour and enhancing quality of life. Increasing peoples' physical activity has emerged in the last decade as a key international and national goal to improve health. So every resident can enjoy the benefits and lifestyle opportunities provided by our District, the Council will encourage, promote and facilitate a range of physical activities.

Access to health and social services are a key issue in rural communities and the Council will work with government departments and social and health agencies to ensure appropriate services are accessible to the people of Selwyn. The Council will also work with local community organisations providing or wanting to provide local social / community services to meet community needs.

Selwyn District has a growing number of families with children and young people and an increasing older adults population. The Council will work to ensure there are opportunities for families to enjoy their leisure time; that children have access to after school and school holiday recreation activities; and that young people are provided with safe entertainment and recreation opportunities and with opportunities to be involved in decision making about and participation in their local community. The Council will also facilitate or provide opportunities for older adults to continue to be part of their community through volunteering, and through participation in recreation, social and lifelong learning opportunities.

Knowledge and innovation are key drivers of economic growth and social cohesion. Knowledge and skills also affect people's opportunities to participate in other aspects of society. Libraries support and enhance learning opportunities through a wide range of resources, search skills, technology and information, outreach programmes and learning environments. Public libraries help to make knowledge available in communities. They promote the efficient use of resources by allowing their shared use among large numbers of people. In more rural area, libraries are important "gathering places", acting as community spaces which allow people to feel part of their community. They are key repositories for local historical information, connecting generations across time. Selwyn libraries are also service centres for Council-related enquiries, service payments and providing information on Council meetings, activities and events and assisting customers to have input into Council matters.

The prosperity of the District and its people is determined by its economic health. Levels of business activity and growth, a skilled workforce and tourism all contribute to a healthy economy. Historically the Council has encouraged economic development so that job opportunities are available close to home, particularly for young people. Greater employment self-sufficiency improves people's quality of life and relieves traffic congestion caused by the need to commute to Christchurch for work. These key areas of Council focus will need to grow to match population increases and to maintain the District's economic and social prosperity.

As the District's population has increased and will continue to increase, the demands on and the range of the Council's community services has increased and will need to grow to meet community demands. The Council has identified the most effective and efficient ways in which to provide services to the increasing population and to continue to serve all the small communities within the District.

LINK TO COMMUNITY OUTCOMES

The activities of the Council directly contribute to five of the eight Community Outcomes.

- a healthy community
- a safe place to live, work and play
- a prosperous community
- a community which values its culture and heritage
- an educated community

For many of the Community Outcomes, the Council has a *community development role* – that is, working with communities or community groups to develop appropriate responses.

Where communities are unable to meet their own needs, the Council will undertake a *service delivery role* – that is, providing activities and services until the community becomes able to provide its own services and solutions.

For some of the Community Outcomes, the Council has an *advocacy role* – for example, with government departments and other organisations. The Council will ensure that it takes every practical opportunity to undertake this role to achieve the Community Outcomes, whether it is through formal meetings, submissions or informal arrangements at elected member or staff level to the appropriate organisations.

FUTURE ISSUES OR TRENDS

Rapid Population Growth

Since 1990, Selwyn District has had unprecedented population growth. In the June 2006 Census, Statistics New Zealand put the District's population at 34,000, a 2.3% increase on the 27,000 living here in 2001. Since 2006, Selwyn has continued growing at an average rate of 3.3% per annum and was the fastest growing territorial authority in New Zealand in 2010.

This growth has created opportunities, but also placed stress on systems that support and sustain the community's social, economic and environmental infrastructure.

It is projected that the population could increase by more than 40% in the next 20 years. All the District's towns and rural communities have shown some growth over the last decade, but the greatest growth is in the "commuter belt" within 20 kilometres of Christchurch city; for example, Rolleston, Prebbleton, Lincoln, Springston and West Melton.

Rapid growth threatens to erode what residents value most – strong social capital, family friendly communities and a rural lifestyle. It will be important to plan for the population growth, in terms of the social infrastructure as well as the physical infrastructure. There is likely to be an increased need to create opportunities for community development activities to enable the community to adjust to, and plan for, the population growth.

Population Distribution

Selwyn has no large towns or cities. About 57% of the population lives in small towns and settlements, while the remainder lives on farms and rural lifestyle blocks.

Because of the comparatively small but widely dispersed population, the cost of social and health service provision is higher in Selwyn than in large urban centres. The economies of scale that are possible in urban centres are not available in Selwyn, and there are the additional costs associated with travel. This means that there is insufficient population to sustain some specialist services, and that cost and distance create difficulties for people in accessing services. There may be some advantages in building the capacity of local groups to provide services locally, including tendering for government contracts.

Age Structure

The number of children and young people in the Selwyn District is expected to grow with the increasing population in the next two decades. Such continuous and rapid growth provides a major challenge for service providers. The growing child and youth population will continue to put pressure on education facilities and associated activities, such as out of school programmes, holiday programmes, sports and recreation activities, libraries and community facilities. There will also be a growing demand for family-centred activities and services for parents.

The areas projected to have the greatest increase in the number of young people over the next two decades are Prebbleton, West Melton, Lincoln and Rolleston. The growing youth population will have implications for service delivery and facilities. There will be an increasing demand for youth orientated activities.

Young people in rural areas face particular barriers in relation to the provision of transport, access to health services, employment, training and education, as well as the opportunity to express their views and be directly involved in matters that affect them in their communities. Taking part in activities is often more difficult for young people living in rural communities where local provision of activities and facilities can be limited. Travel into areas that do offer more activities can involve long and expensive journeys, with added concerns over the reliability of transport and safety. There will therefore be a need to facilitate or provide locally-based activities.

Population ageing has the potential to become a major economic and policy issue for the District and the country as a whole. In common with the New Zealand population overall, the Selwyn population is ageing. Planning for the ageing population will be a key challenge. Providing opportunities for older people to participate in economic and social life will be critical. The preference for 'ageing in place' means there is a need for social care services to assist those with ill-health, disability or frailty. These will include, for example, services such as relief, convalescent and community care, as well as home support, Meals on Wheels, and hospice services. Support for older people can also impact the community in terms of caregiver stress. There are a large number of people in the community who are providing unpaid care for a family member or friend. Their contributions need to be supported, through initiatives such as social support networks, recreational opportunities and respite care.

Socio-Economic Conditions

Selwyn is not disadvantaged in terms of income levels, unemployment rates, educational achievement, home and car ownership, or single parent families. Therefore, Selwyn does not have many residents whose health and wellbeing may be compromised because of their low socio-economic status. The small number of those in the most deprived categories may mean that providing adequate support and help for those facing disadvantage may be more manageable than in many other communities.

A primary purpose of local government is to promote wellbeing. Promoting wellbeing implies improving the overall or aggregate level of well-being and the distribution of well-being. In general, local authority services are universally provided. These services can be seen to perform a socially integrative function. However, universal provision is not always financially viable, fair, or the best way to promote well-being. Targeting may be considered a cost-effective way to use scarce resources by directing interventions at age groups, those most likely to benefit or those in greatest need.

Social Capital and Community Cohesion

The social cohesion of Selwyn's communities underlies much of the District's historic success. The inclusive and supportive nature of its communities forms Selwyn's legacy as a liveable district. People have told the Council through Residents Surveys and consultation processes how important it is to them to belong to cohesive, active and safe communities. These are characteristics of life in Selwyn that are highly valued and that people want the Council to support.

Council has a strong mandate to be involved in community development activities. Residents believe that it is important that Council fosters opportunities for residents to participate in community activities and join community groups. Community development and community recreation activities are often a cost effective means to build social capital and social connection.

Changing Demand

With the growth in population in the District, particularly within the "commuter belt" (i.e. within 20 km to Christchurch), the District is seeing a more "urban" community moving into the District, with many residents arriving from Christchurch City, and also overseas locations such as England or South Africa.

Due to busy working lifestyles, these residents have expectations of Council provision of a range of recreational and social activities for themselves and their families and less tendency to be involved in voluntary activities.

KEY ISSUES

The key challenges faced by the Council over the coming years are:

- staff retention and development – skilled community development and recreation advisors and economic development/tourism personnel are in short supply and there is an on-going need to develop the teams and make sure that knowledge is shared and retained more widely
- understanding 'customer' needs and meeting their requirements – we need to be able to manage the residents' expectations
- rapid population growth and changing demand patterns will continue to increase the demands on and the range of the Council's community services. The Council needs to identify the most effective and efficient ways in which to provide services to the increasing population
- the comparatively small but widely dispersed population increases the cost of service provision and economies of scale are often not available – the Council will need to continue to ensure local communities have the capacity to respond to local issues and that programmes and activities are provided across the District in an equitable way
- the need to ensure people are not socially or geographically isolated and are aware of and able to access appropriate services
- the nature of public libraries continues to change, reflecting the evolving lifestyle and information needs of the community. National patterns of library use and regional co-operation may influence the direction of Selwyn Library services – we need to be able to adapt and develop our services accordingly.
- The need to develop multiple communication methods to reach as many audiences as possible (eg social media)

- The need to facilitate the growth of more opportunities for Selwyn residents, especially young people, to train and work in the District

OBJECTIVES

The community and economic development objectives of the Council over the next 10 years are:

- To be well informed about the communities in the district and their needs and gaps for services and activities
- To encourage a sense of “community belonging”, to support community groups and to address community issues
- To ensure residents feel safe at home and in the community
- To encourage activities, events and arts and recreation programmes that educate and stimulate local residents
- To ensure every resident can enjoy the benefits and lifestyle opportunities provided by living in the Selwyn District
- To increase the level of recreation and sport activity by developing strong community initiatives and infrastructure, and providing abundant opportunities for the recreation and sport sector to strengthen and promote itself
- To encourage volunteers and community ownership/management of activities and services
- To increase the use of community centres and encourage greater use of community centres and halls by ensuring these facilities cater for a diverse cross-section of the community
- To provide more opportunities for the community to access services locally
- To provide a wide range of library and information services to support the learning, recreational and information needs of residents
- To provide high quality customer service concerning Council services via service centres
- To develop multiple ways of communicating information to the community (eg social media, etc)
- To develop a variety of consultation methods to ensure all sectors of the community are “heard”
- To work with and advocate to central governmental agencies and other organisation to ensure adequate health and social services are available within the District
- To encourage and, where appropriate, facilitate sustainable economic development, local employment and tourism, including:
 - Working with key stakeholders and service providers to establish and implement economic development initiatives
 - Encouraging local businesses to grow, strengthen and innovate in a sustainable way
 - Supporting and encouraging new business development
 - Working alongside and supporting local business networks
 - Contributing to the District’s ability to attract and retain talent and skills
- To maintain Sister Cities relationships and exchanges

SERVICES

Community Development

The Community Development Team will:

- Be the interface/advocate between the community (in particular community committees) and the Council with regards to community issues and concerns
- Provide advice, training and support for local community groups, community committees and organisations
- Provide the resources and facilities for community initiatives and community organisations
- Support local neighbourhood safety initiatives, including Neighbourhood Support
- Support new residents
- Provide or facilitate safe recreation and entertainment and social/health support services for young people
- Provide or facilitate opportunities for young people to be involved in decision making about and advocacy for issues affecting them
- Provide advice to government agencies and other organisations to ensure health, social and recreational services are tailored to meet the needs to Selwyn's diverse communities
- Work with key stakeholders from government, Maori, community sector and other councils to ensure appropriate services are delivered in district
- Undertake and disseminate consultation and research to inform planning and decision-making and ensure activities are responsive to changing needs
- Assist recreation and sports clubs and community groups to develop, provide, and promote a range of accessible recreational, arts and sporting programmes for the community to participate in, at all levels
- Support and provide information to help plan, promote and organise community events activities, including leadership training and education
- Facilitate or deliver local community events which bring communities together
- Facilitate or deliver recreation and leisure activities for all ages and ability levels
- Ensure programmes and activities have a social component, so that participants can get to know each other
- Facilitate the provision of a community arts and cultural events programme for residents and visitors including a range of youth and children targeted events
- Conduct and respond to community research and evaluation and to community feedback

Economic Development and District Promotions/Tourism

The Economic Development Team will:

- Work with key stakeholders to attract business to the area
- Identify and work with key business sectors in the District to support and encourage growth
- Co-ordinate and promote business training and coaching services
- Encourage awareness of local business capability and regional joint venture opportunities

- Work with local research centres to attract and retain and attract science, education and technology industries to the district and foster links to local business networks
- Work with local businesses to foster more local employment opportunities, particularly for young people
- Develop and maintain Sister Cities relationships
- Promote Selwyn as a local tourism destination, particularly targeting the Christchurch/Canterbury “daytrip” market

Libraries

The role of Public Libraries is to provide quality services which enrich the life of the community by promoting lifelong learning and the creative use of leisure. Selwyn Libraries are a focus for the communities they serve. The Council considers libraries to be an essential part of each community and to contribute to building a strong community identity and an informed population.

Libraries will

- Provide a range of books, talking books, magazines and newspapers, local history information, electronic resources, reference and research materials, music CDs, public internet access, telephone directories, reserve and inter-loan services,
- Provide children and young adult services including special collections at each library and programmes to support the development of reading skills and enjoyment of reading
- Provide access to information and assistance with finding information
- Provide photocopying services
- Provide display space for community notices
- Provide work spaces for customers in our libraries
- Support the development of literacy and information-literacy for people of all ages, so that they can fully enjoy and participate in the community.
- Provide Council services – payments, information on Council meetings, activities and events and helping customers to have input into Council matters
- Provide areas for relaxation and reading in our libraries
- Encourage lifelong learning
- Seek to preserve the social and cultural history of the District

With changes in technology and society, the Council is committed to exploring more innovative methods of providing library services and of promoting life-long learning in the community. It is also trying to make sure people can access the skills and technology required for living and working in a knowledge economy.

Communications

The Communications Team will:

- Provide high quality, clear and timely information to residents, community groups, local businesses and other agencies / stakeholders about Council activities and decisions by:
 - Preparing and publishing documents pertaining to Council activities
 - Ensuring the Council’s website and other associated sites (eg social media) are user-friendly and contain up-to-date and clear information

- Providing high quality, clear and timely media releases to ensure the Council's activities and decisions are transparent and available to Council's different audiences
- Ensure residents are able to provide feedback via several channels including the Council's website and other online sites
- Provide communications support to Council departments
- Promote the work of the Council to ensure greater understanding of Council's roles and responsibilities

Community Research and Social Policy

The Community Research and Social Policy team will:

- Conduct research into community needs and gaps in the areas of health and social services, recreation and sports, arts, safety and community activities
- Facilitate a bi-annual Residents Satisfaction Survey
- Prepare policies as required – eg Smokefree Parks, Youth Strategy

RISKS

The Council's key risks and mitigation arrangements are set out below:

Risk	Mitigation
Services unable to keep pace with population growth	Service planning in place
Lack of funding to deliver activities to the appropriate breadth and depth	Ensure that appropriate funding sources (from both Council and other agencies) are identified and released to support the activities. Target activities to where largest benefit and gains can be made.
Staff retention and recruitment will remain a key risk, particularly for key professional areas	Improve the spread of knowledge across staff so that there is less continuity risk. Continue to provide development opportunities and a supportive working environment . Promote Selwyn District Council as a great workplace.
Key stakeholders and communities not effectively engaged in community development activities	Key stakeholders identified and Stakeholder Engagement Plan to be developed including communication plan

PERFORMANCE MEASURES

Objective	Current service	Planned service 2012-15	Indicative service 2016-22	Performance measure	Current performance	2012/13	2013/14	2014-15	2016-22
Continue to provide community development services and advice to Selwyn residents	<p>The Community Development Team consists of a Community Development Advisor, a Community Committees Advisor, a Youth Advisor, an Active Communities Co-ordinator and an Administrator.</p> <p>The team works with community groups and committees to help build their strengths; provides community information; promotes active lifestyles and community safety; develops community activities; and co-ordinates projects aimed at young people.</p> <p>The team also provides information and advice to the community and to other Council staff, Councillors, Community Boards and community committees</p>	The capacity of the team will be increased to meet the growing demand for recreation and community activities and events (particularly for children, young people, families, young parents and older adults): for health and social services; and to meet the need to encourage volunteerism and community connectedness, as the District grows.	The service will be maintained with a similar capacity	Residents' sense of community with their local neighbourhood	83% (Residents Survey 2011)	83%	85%	85%	90%
				% of Selwyn adult residents engaging in 30 minutes of moderate intensity physical activity on at least 5/7 days per week	58% (Selwyn Residents Survey 2011) (Canty/West Coast – 53.2%)	58%	59%	59%	60%
				Develop, facilitate or co-ordinate community support/recreation /participation projects for young people	4 projects currently co-ordinated	6 projects developed	8 projects developed	10 projects developed	15 projects developed
				Residents' perception of safety	54% of residents always feel safe in their neighbourhood (Residents Survey 2009)	54%	55%	56%	60%

Objective	Current service	Planned service 2012-15	Indicative service 2016-22	Performance measure	Current performance	2012/13	2013/14	2014-15	2016-22
Continue to provide economic development and tourism opportunities	<p>The Economic Development Team consists of an Economic Development Officer, a Tourism Advisor, a Business Advisor and a Youth Coach.</p> <p>The Team works with businesses and education to ensure training meets local needs; encourages work opportunities for local residents, particularly young people; encourages business to Selwyn; and promotes the District as a local and international visitor attraction and commissions economic and business research and reports</p>	Additional funding required to develop business/education partnerships; support innovation and technology; work within Council to ensure a "business friendly environment", add value to agricultural and horticultural production and continue to promote Selwyn as a local/national/international tourist destination	The service will be maintained with a similar capacity	Increase in number of businesses registering for BizServices or BizOnline	500 businesses currently registered on BizOnline	1% increase	1% increase	1% increase	1% increase
				Business "welcome packs" issued to new businesses establishing in the district	No of new business units establishing in Selwyn (Statistics NZ, Business Demographic Statistics, measured annually)	1% increase	2% increase	2% increase	1% increase
				% of businesses accessing Council training satisfied-very satisfied with the service provided	85% (Training workshop evaluation reports)	1% increase	1% increase	1% increase	3% increase
				% of district small landholders using Council's food sector data	New service to be developed (measure = hits in online data)	100% increase	10% increase	5% increase	5% increase
				Council hosted training for businesses on productive use of fast broadband	3 workshops provided	4 workshops provided	4 workshops provided	4 workshops provided	4 workshops provided
				% increase in "Sensational Selwyn" - Facebook "likes"	97 (Facebook page)	10% increase	10% increase	5% increase	5% increase

Objective	Current service	Planned service 2012-15	Indicative service 2016-22	Performance measure	Current performance	2012/13	2013/14	2014-15	2016-22
Continue to provide library and cultural services	Selwyn Library Network is comprised of 13.5 FTE qualified library professionals and operates branch libraries in Darfield, Rolleston, Lincoln and Leeston, plus a Mobile Library service.	Lincoln and Rolleston Libraries to be built to improve facilities and services for the growing population Staffing levels increased to meet demand Increasing focus on online resources in line with increasing pattern of technology use and improvements to telecommunications in the District	Core service provision continues Staffing levels increased to meet demand and to focus on local history collections, information services and education	Residents' satisfaction with Selwyn library services Registered library users as a % of total population Issues per patron per annum Use of libraries website to access online resources Numbers participating in community programmes/lifelong learning	79% (Selwyn Res Survey, 2011) (2009 – 75%) 57.45% 15.08 27,300 visits per annum 1500	81% 58% 16.5 10% incr 1750	No survey 59% 17 20% incr 2000	85% 60% 17.5 50%incr 2500	90% 70% 20 100% incr 5000
Continue to provide communications to residents of Selwyn District	This team consists of a Communications Advisor. The team provides regular communications re Council activities to the public and works with Council units on communications requirements	Service to be increased to take into account rising advertising costs and need to explore new ways of communicating with the public (eg SDC website, Internet, YouTube, etc)	Service to be maintained with a similar capacity	Residents' satisfaction with information provided via Council website	63% (Selwyn Residents' Survey 2011) (2009 – 60%)	65%	67%	68%	72%

Objective	Current service	Planned service 2012-15	Indicative service 2016-22	Performance measure	Current performance	2012/13	2013/14	2014-15	2016-22
Continue to provide community research and social policy	<p>This team consists of the Social Policy Advisor.</p> <p>The team conducts a bi-annual Residents Satisfaction Survey; provides demographic information to Council staff and projects, undertakes community needs research and develops social policy for Council</p>	<p>Development of Communications Strategy, Media Policy and Guidelines and Social Media Policy</p> <p>Maintain the service at current capacity</p>	Service to be maintained with a similar capacity	<p>Strategies completed by December, 2012</p> <p>Bi-annual Residents Satisfaction Survey conducted, communicated and acted upon</p>	Undertaken 2011	No survey	Survey undertaken	No survey	Survey undertaken 16/17; 18/19; 20/21

ASSUMPTIONS

The key assumptions underpinning this plan are:

- That the need for community based services and community development activities will increase with population growth and urbanisation
- That the need to address safety issues will increase in proportion to population growth
- That providing community development activities is an effective way of supporting social capital and building community wellbeing in the district in a sustainable manner for both present and future residents
- That the arts are an important way in which we see ourselves as people and as communities – creating a sense of identify
- That demand for services is likely to follow the predicted increase in the District's population
- That partnership and funding with external agencies is subject to external agencies' policy decisions, government policies, etc.
- That retaining residents to work in the District delivers economic, social and environmental benefits
- That the District has a large volunteer base to support its recreational and social activities