



Choosing Futures Waikato

Whiriwhiria Te Waa Heke o Waikato

Working Together for a Better Waikato

December 2006

Monitoring and Reporting Community Outcomes

A Resource Kit for Integrated Monitoring and Reporting

Kia ora, greetings!

This document was prepared by a working group of Waikato region strategic planners known as MARCO (Monitoring and Reporting on Community Outcomes). MARCO is affiliated with the Waikato Information Forum (WINFO) and Choosing Futures Waikato (CFW) regional community outcomes process.

The goal of MARCO is to compile data for a regional core set of indicators that is relevant at both the regional and local levels. The intention is to ensure that monitoring of community outcomes within the region is consistent, efficient and accurate. The core set will be applicable to all or most local authorities in the region and will be accessible using a web-based data discovery tool. This will enable a regional approach to monitoring and reporting which should result in cost savings and better quality information to be captured across the region. MARCO will also develop a baseline regional report in 2006/07 to enable trends to be monitored over the coming years.

The aim of this Resource Kit is to assist councils and other organisations to implement an integrated approach to monitoring and reporting. The kit was developed from a review of monitoring strategies throughout New Zealand plus additional work by Opus Consultants International to develop a Framework document for monitoring and reporting community outcomes in the Waikato region. This Resource Kit has a particular emphasis on Waikato regional community outcomes but is intended to contribute to both regional and national efforts for a more coordinated approach to progress monitoring.

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www.choosingfutures.co.nz



Executive Summary

The aim of this Resource Kit is to assist councils and other organisations to implement an integrated approach to monitoring and reporting progress.

Monitoring local and regional progress indicators is required to fulfil legislative obligations of councils and other organisations (e.g. RMA and LGA), to better inform local strategic thinking and planning, and as a basis for community and stakeholder decision-making and action. Monitoring and reporting is a vital step in the overall planning cycle. Integrated monitoring encompasses linkages between indicators at the national, regional and local level, covers all aspects of community well-being and is of benefit to a wide range of agencies and organisations.

Indicators summarise complex data so that changes can be detected over time. Indicators provide a general signal about issues and trends. Additional information is generally required in order to understand changes and their implications. Indicators and measures must be carefully selected if they are to remain relevant and informative. This Resource Kit includes criteria, advice and checklists for the selection of appropriate measures for monitoring community progress throughout

the Waikato region. The framework is Waikato's regional community outcomes, which were derived through extensive community and key stakeholder consultation.

The MARCO group, is leading a process to develop a core set of indicators that will be relevant at both the regional and local level. This information will be made available to councils and other stakeholders through a web-based data discovery tool to enable cost savings and better quality information to be captured across the region. MARCO will also develop a baseline regional report in 2006/07 to enable trends to be monitored over subsequent years.

Monitoring is not an end in itself, but part of an ongoing strategic and adaptive cycle. Continuous improvement can only be achieved if monitoring is linked to an ongoing process of strategic planning, review and response. Councils and other agencies should think strategically about how best to embed monitoring and reporting into their formal decision-making processes. This may include the development of more collaborative approaches to strategic planning and possibly the establishment of community outcome targets where appropriate. Partnerships for information sharing will also be pursued as part of the ongoing Choosing Futures Waikato process.

Abbreviations

CFW	Choosing Futures Waikato	QBL	Quadruple Bottom Line (social, economic, environmental and cultural well-being)
DHB	District Health Board	RC	Regional Council
DoC	Department of Conservation	RMA	Resource Management Act 1991
EW	Environment Waikato	SMART	Specific, Measurable, Achievable, Relevant and Time-bound
KCS	Key Community Stakeholders	SoE	State of the Environment
LGA	Local Government Act 2002	SPN	Strategic Planners Network
LIP	Linked Indicators Project	TLA	Territorial Local Authority
LTCCP	Long Term Council Community Plan	WINFO	Waikato Information Forum
MARCO	Monitoring and Reporting Community Outcomes (working group)		
MfE	Ministry for the Environment		
MSD	Ministry of Social Development		

Acknowledgements

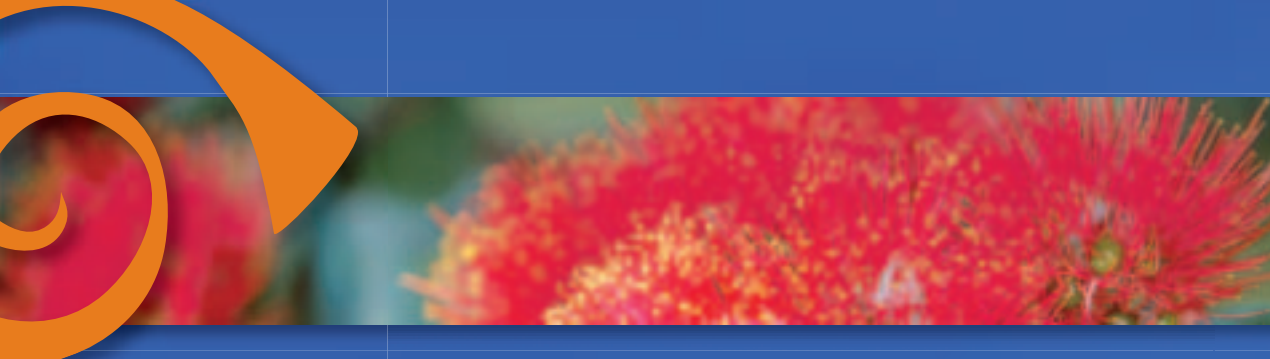
- CFW Regional Community Outcomes Project Team
- Quality Planning website: www.qualityplanning.org.nz
- Waikato local authorities and Waikato DHB
- Ministry for the Environment
- Local Government New Zealand
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Disclaimer

Whilst every effort has been made to ensure the accuracy of information in this document, neither CFW nor MARCO nor any individuals associated with compiling this document are liable for the accuracy of information contained in this document or actions stemming from reliance on this information.

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1. Introduction

This Monitoring Resource Kit is designed to assist local authorities and other organisations to:

- Develop a robust monitoring and reporting framework for their organisation and area
- Meet statutory monitoring and reporting obligations under the LGA, RMA and other relevant legislation
- Encourage consistency with national and regional monitoring programmes and initiatives
- Develop an information base that supports good decision-making by local authorities and other organisations.

While the Resource Kit is primarily targeted towards district planners and strategic/corporate planners within the local government sector, it also includes principles of performance measurement relevant to managers and decision-makers in other sectors.

1.1 Why monitor?

Monitoring is about checking progress. It enables the evaluation of existing strategies and plans, and contributes towards sound decisions for the future.

Monitoring is an ongoing and systematic process, not a position, product or end in itself. Effective monitoring involves:

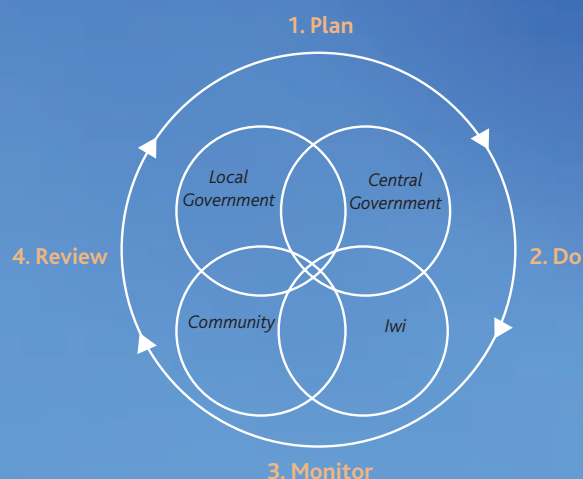
- Planned and repeated data collection
- Analysis
- Interpretation
- Reporting
- Recommendations.

Although there are legislative provisions requiring monitoring to be undertaken (e.g. RMA, LGA), monitoring should be seen as more than just a statutory requirement. Instead it should be viewed as a core component of the overall planning function for both individual agencies and the community as a whole (refer Figure 1).

The primary benefit of monitoring for local authorities is to check that policies, plans, strategies or other actions have resulted in progress towards positive outcomes. Monitoring provides information about the current position and assesses whether things are getting better or worse. Other benefits of monitoring include:

- Providing early warning of issues or problems before they become serious, costly or irreversible
- Enabling the development of better policies, better formulation of policy provisions (including rules) and clearer targets
- Increasing policy and plan effectiveness and reducing long-run costs
- Encouraging transparency and accountability
- Enabling more effective community understanding and participation in decision making processes
- Promoting sustainable development principles
- Enabling local authorities and other organisations to direct resources towards areas which will produce the best net effects for communities.

Figure 1:
The planning cycle



1.2 Getting started – some tips

The following steps should be taken to develop a monitoring and reporting framework:

- Put processes and systems in place
- Identify linkages between local, regional and national monitoring activities
- Differentiate outcomes monitoring from activity (outputs) and process monitoring
- Highlight the real benefits of monitoring (not merely meeting legal requirements)
- Emphasise implementation – linking monitoring to reporting and action.

2. Legislative drivers

Local authorities have monitoring requirements under a number of statutes, in particular the LGA and RMA. District health boards (DHBs) also have monitoring and reporting requirements including obligations under the New Zealand Public Health and Disabilities Act 2000. Various other agencies also undertake both legislative and non-legislative monitoring. Table 1 summarises the key monitoring and reporting requirements for local authorities and DHBs.

Table 1: Monitoring and reporting requirements

Organisation	Legislation	Monitoring Requirement	Mandatory	Timeframe and Reporting Requirement
Regional, city and district councils	LGA 2002	Monitor progress towards community outcomes (<i>outcome monitoring</i>)	Yes	Report annually on the results of any measurement undertaken during the year of progress towards the achievement of community outcomes (Schedule 10 S. 15(c))
				Report not less than once every three years on the progress made by the local community in achieving community outcomes (S. 92)
		Compare actual Council activities and performance against intended activities and levels of service as set out in the LTCCP (<i>output monitoring</i>)	Yes	Reported on in the Annual Report (Schedule 10 S. 15(e)).
		Describe the effects of Council activities on the social, economic, environmental and cultural well-being of the community (<i>mixture of output and outcome monitoring</i>)	Yes	Reported on in the Annual Report (Schedule 10 S. 15(d)).
Regional, city and district councils	RMA 1991	Monitor the efficiency and effectiveness of any policy statements and plans prepared under the RMA (<i>mixture of process and outcome monitoring</i>)	Yes	Reports required every five years

Organisation	Legislation	Monitoring Requirement	Mandatory	Timeframe and Reporting Requirement
		Monitor the state of the environment (<i>outcome monitoring</i>)	Yes, but discretion on extent	Not specified (as required)
		Monitor the exercise of resource consents/ compliance and complaints (<i>mixture of process and outcome monitoring</i>)	Yes	Not specified
		Monitor the exercise of any delegations (<i>process monitoring</i>)	Yes	Not specified
		Monitor the exercise of recognised customary activities (<i>process monitoring</i>)	Yes	Not specified
		Monitor the requirements for national environmental standards (<i>process monitoring</i>)	Yes	Specified
	Land Transport Management Act 2003	Requirements incorporated into Local Authorities LTCCPs and annual plans that are subject to monitoring (<i>mixture of process and outcome monitoring</i>)	Yes, through the LGA	As required under the LGA
	Transport Services Licensing Act 1989	Collect information on and register all passenger transport services provided by commercial operations (<i>output monitoring</i>)	Yes	Register must be maintained and made available to the public
	Local Government Official Information and Meetings Act 1987	Keep, maintain and issue records on Land Information Memoranda (LIMs) (<i>process monitoring</i>)	Yes	As required
TLAs (city and district councils)	Building Act 1991	Gather information as necessary to carry out functions under the Building Act (<i>process monitoring</i>)	Yes	As required

Organisation	Legislation	Monitoring Requirement	Mandatory	Timeframe and Reporting Requirement
		Monitor performance of Council in achieving functions under the Building Act (<i>process monitoring</i>)	Yes	As required
	Historic Places Act 1993	Keep and maintain records of archaeological sites (<i>outcome monitoring</i>)	Yes	As required
	Gambling Act 2003	Review gambling venue policy within three years of its adoption (<i>mixture of process and outcome monitoring</i>)	Yes	Every three years
RCs	Biosecurity Act 1993	Monitor to determine whether or not there are pests, pest agents and unwanted organisms present in the Region (<i>outcome monitoring</i>)	No	As required
		Monitor and review Pest Management Strategy no later than five years after its adoption (<i>mixture of process and outcome monitoring</i>)	Yes	Not stated
	Civil Defence Emergency Management Act 2002	Civil Defence Emergency Management Group to monitor and report on compliance with the Act (<i>process monitoring</i>)	Yes	Not stated
	Soil Conservation and Rivers Control Act 1941	No specific monitoring requirements	No	Not required
	Maritime Transport Act 1994	No specific monitoring requirements	No	Not required
Other	Hazardous Substances and New Organism Act 1996	No specific monitoring requirements for Local Authorities (ERMA has requirements)	No	Not required
DHBs	New Zealand	Some performance measures will be reported	Yes	Key performance measures reported

Organisation	Legislation	Monitoring Requirement	Mandatory	Timeframe and Reporting Requirement
	Public Health and Disabilities Act 2000	on a quarterly, 6 monthly or annual basis (<i>mixture of process and outcomes monitoring</i>)		annually in annual report
	Public Finance Act 1989	There are no specific reporting requirements beyond the annual report but constant monitoring is expected (<i>mixture of process and outcomes monitoring</i>)	Yes	Reported annually in annual report
	Non legislated	Monitoring of DHB performance (<i>mixture of process and outcomes monitoring</i>)	No	Reported annually

Source: Adapted from MARCO Framework Report 2004 (Opus Consultants International)

3. Integrated monitoring

Integrated monitoring, or coordinated monitoring, is intended to make the best use of information. Integrated monitoring covers a number of different dimensions as shown in Table 2.

Table 2: Dimensions of an integrated monitoring framework

Scale	Well-being	Legislative	Institutions
<ul style="list-style-type: none"> • National • Regional • Local 	<ul style="list-style-type: none"> • Social • Economic • Environmental • Cultural 	<ul style="list-style-type: none"> • LGA • RMA • Biosecurity • Health • etc 	<ul style="list-style-type: none"> • Government • Health sector • Business sector • Community • Iwi • etc

An important step in integrating monitoring is to identify connections through the preparation of a monitoring strategy. Because there are connections between the various roles and responsibilities of councils and other organisations, information from one area of activity will often be relevant for monitoring within other agencies and organisations. Similarly, integrated monitoring will help identify linkages between different activities within councils. For example, with reference to RMA monitoring, there are links between the monitoring requirements of SoE reporting, policy and plan development and reporting, resource consent monitoring and compliance and complaint monitoring. Integration is also likely between RMA policy implementation and LGA strategic policy outcomes such as social, economic, environmental and cultural well-being (refer Table 3).

Table 3: Types of monitoring under the RMA and LGA

Type of monitoring	Monitoring function
Progress toward community outcomes	Identifying and assessing state of resources or features of concern and tracking progress toward identified outcomes
Levels of service	Performance accountability for Council
State of the Environment	Identifying and assessing state of resources or features of concern http://www.qualityplanning.org.nz/content.php?id=241
Policies and plans	Evaluating and reviewing the effectiveness of policies and planning instruments (including national environmental standards). http://www.qualityplanning.org.nz/content.php?id=242
District Plan compliance (including complaints)	Performance accountability for resource users and Council http://www.qualityplanning.org.nz/content.php?id=243
Transfers of delegations and functions	Performance accountability for resource users and Council http://www.qualityplanning.org.nz/content.php?id=244
Customary activities	Performance accountability for recognised customary activities

Through a coordinated approach to monitoring, information systems can be developed or realigned so that the right information is collected at the right time for all requirements. This will help ensure consistent and useful information is

provided for whole-of-organisation decision making requirements. Table 4 outlines the reports that are required to be produced by local authorities.

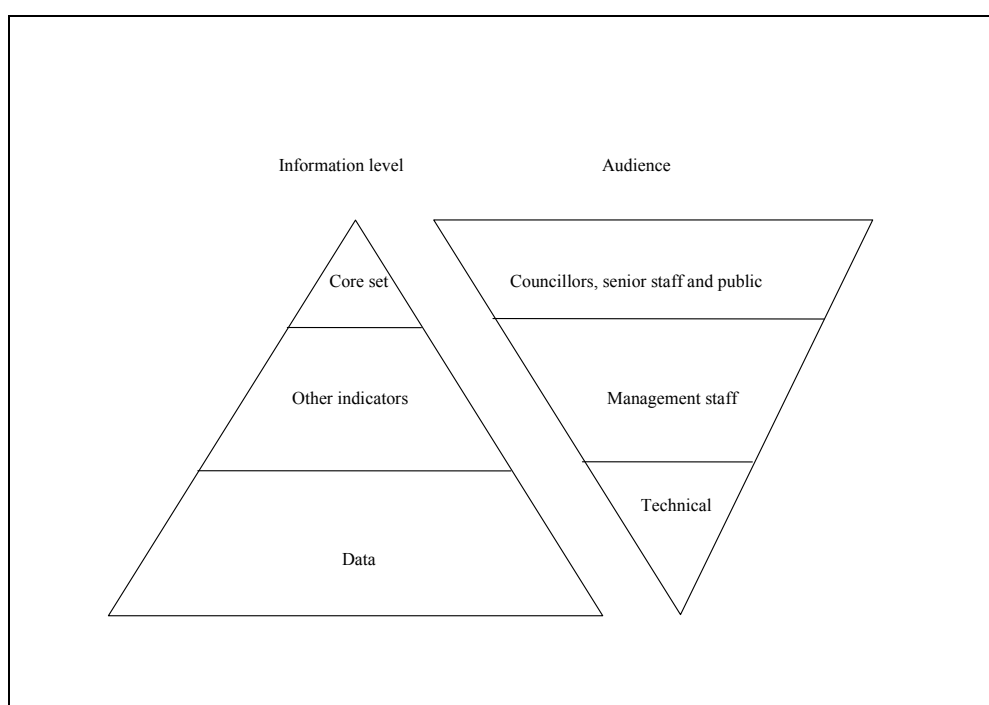
Table 4: Summary of reporting requirements under the RMA and LGA

Report	Contents	Timeframe
Annual Report (LGA)	<ul style="list-style-type: none"> Levels of service monitoring Results of any monitoring undertaken to identify progress toward achieving community outcomes Description of the effects of Council's activities 	Yearly
Community outcomes monitoring report (LGA)	<ul style="list-style-type: none"> Progress toward achieving community outcomes 	Not less than every three years
Policy and plan monitoring reports (RMA)	<ul style="list-style-type: none"> Summary of results of policy effectiveness and efficiency monitoring 	Every five years
State of the Environment report(s) (RMA)	<ul style="list-style-type: none"> Summary of monitoring of environmental issues. 	Optional

4. Indicator selection criteria

An indicator is something that helps an organisation, community or other entity understand where it is at, which way it is going and how far it is from where it wants to be. Indicators summarise complex data into key measures to understand what is happening. They are measured and reported regularly to detect changes over time. Indicators are just the tip of the iceberg, providing a signal about a certain situation (refer Figure 2).

Figure 2: The information pyramid



Source: Adapted from a presentation by Peter Meadows, Statistics New Zealand 2005

4.1 What makes a good indicator?

If indicators are poorly chosen it can have serious implications. According to Meadows (1998, p 2): “We try to measure what we value. We come to value what we measure”. Various criteria can be used for assessing indicators. The acronym SMART is often used as a quick reference (Specific, Measurable, Available, Relevant and Time-bound). Tables 5a and 5b show alternative sets of criteria.

Table 5: Indicator selection criteria

Criterion	Description
Validity	Is the indicator a true reflection of the issue under investigation? Is it defensible?
Relevance	Does the indicator measure trends and patterns in our theme areas? Does the indicator measure what we might consider to be a priority issue?
Data availability and measurability	Is the indicator measurable? Are data sets available to measure it?
Time related and repeatability	Are time series available to measure trends over time?
Understandability	Can the indicator be presented in an easily understandable way and is it meaningful?
Comparability	Can the data be standardised across all cities and districts taking part in the project? Can the indicator be accurately compared with the same or similar indicators from other relevant monitoring projects to assist in the ‘whole of government’ approach to monitoring?
Disaggregation	Can the indicator be disaggregated by city and districts and by key target variables (such as age, sex and ethnicity)?

Source: “Indicators for monitoring community outcomes: Methodology and process for developing indicators”, Canterbury Region Community Plans Group, July 2005

Table 5b: Indicator selection criteria

Criterion	Description
Clear in value	No uncertainty about which direction is good and which is bad
Clear in content	Easily understandable, with units that make sense
Compelling	Interesting, exciting, suggestive of effective action
Policy relevant	For all stakeholders in the system, including the least powerful
Feasible	Measurable at reasonable cost
Sufficient	Not too much information to comprehend, not too little to give an inadequate picture of the situation
Timely	Can be compiled without long delays
Appropriate in scale	Not over- or under-aggregated
Democratic	People should have input to indicator choice and have access to results
Supplementary	Should include what people can’t measure for themselves (e.g. satellite imagery)

Criterion	Description
Participatory	Should make use of what people can measure for themselves (e.g. local biodiversity) and compile it to provide geographic or time overviews
Hierarchical	So a user can delve down to details if desired but can also get the general message quickly
Physical	It's best wherever possible to measure in physical units rather than monetary values, to avoid inflation issues
Leading	So they can provide information in time to act on it
Tentative	Up for discussion, learning and change

Source: Meadows, D. (1998) *Indicators and Information Systems for Sustainable Development*, The Sustainability Institute, Hartland Four Corners, VT.

Note: For a definitive list of criteria agreed by international experts refer to The Bellagio Principles: <http://www.iisd.org/measure/principles/bp.asp>.

4.2 Indicator frameworks

A variety of frameworks can be used to develop an indicator set. The indicator framework defines whether we are measuring the right issues and provides guidance as to the validity of potential indicators. Common indicator frameworks are shown in Table 6. These frameworks are not mutually exclusive. Regardless of which framework is chosen, community and/or key stakeholder consultation is advisable to ensure relevance and validity.

Table 6: Examples of indicator frameworks

Framework	Example	Dimensions
Pressure-State-Response (linkages)	MfE Environmental Performance Indicators programme	Environmental states, pressures and responses
QBL/Four well-beings (domains)	Rotorua District Council's social, economic, environmental and cultural monitoring reports	Social, economic, environmental and cultural well-being
Quality of Life (domains)	Big Cities Quality of Life project	Knowledge and skills; Standard of living; Economic development; Housing; Health; Natural environment; Built environment; Safety; Social connectedness; Civil and political rights
Community outcomes (goals)	Choosing Futures Waikato regional community outcomes	Sustainable environment; Quality of life; Sustainable economy; Culture and identity; Participation and equity

Note: Meadows (1998) lists a range of additional frameworks including the "Daly Triangle" (ultimate ends, intermediate ends, intermediate means and ultimate means) and the four capitals (economic, natural, human, and social capital).

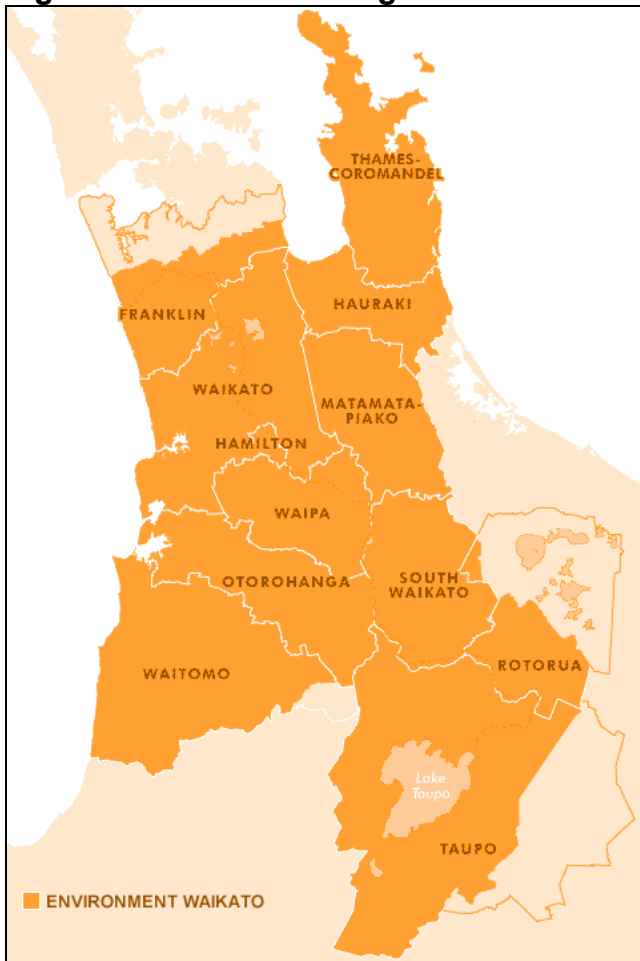
A key aspect of the community outcomes framework is that aspirations and issues are identified through community consultation. The community outcomes framework therefore goes beyond grouping like with like indicators, ensuring that the most meaningful indicators are selected.

5. Choosing Futures Waikato

The LGA 2002 requires every local authority (regional, district and city council) to carry out a process to identify community outcomes. These are statements of how the community wants to be in the intermediate to long-term future. A key purpose of the identification process is to provide an opportunity for people to discuss their desired community outcomes in terms of present and future social, economic, environmental and cultural well-being.

In 2004 the twelve territorial authorities of the Waikato region agreed to cooperate with each other, and with the Waikato Regional Council (EW), to coordinate a process to identify regional-level community outcomes. Participating council areas are shown in Figure 3.

Figure 3: The Waikato region



Source: www.choosingfutures.co.nz

The Waikato regional community outcomes are broader than just council activities or local issues, encompassing the overall social, economic, environmental and cultural well-being of the Waikato region. The regional community outcomes sit alongside and supplement the local community outcomes identified within each territorial authority area.

In mid 2004 a coordinator was appointed to oversee the regional community consultation project and a consultation plan was subsequently developed consisting of four steps:

1. **Visioning** (November 2004 to March 2005) – a key stakeholder workshop and series of nine community workshops held throughout the Waikato region to gain ideas about people’s aspirations for the region.
2. **Organising** (May to June 2005) – collation of various strands of information by a broadly representative cross-sectoral Community Outcomes Working Group. Information was collated from (a) the regional visioning process, (b) local community outcomes processes undertaken by the local councils as part of their own community outcomes processes, (c) previous information collected by local authorities about community aspirations and issues, and (d) information collected through a parallel iwi consultation process undertaken at the regional level with the Trust Boards for Tuwharetoa, Maniapoto, Raukawa, Waikato and Hauraki, coordinated by the Tai-Ranga-Whenua Unit of EW and Kowhai Consulting Ltd. (Consultation has also been undertaken at a local level between local authorities and iwi, hapu and Maori organisations whose rohe falls within each of the local authority boundaries).
3. **Key Stakeholder Review** (June 2005) – an opportunity for the key stakeholders to review the draft outcomes and contribute in more detail.
4. **Community Review** (August to September 2005) – an opportunity for the regional community to review the draft outcomes and provide feedback.

A draft set of community outcomes was confirmed by the Community Outcomes Working Group in September 2005 and the final set was ‘signed off’ in November 2005. For further information about Choosing Futures Waikato process to identify regional community outcomes, e-mail info@choosingfutures.co.nz.

6. Waikato regional indicators framework

The identification of Waikato regional community outcomes is currently nearing completion and discussions are occurring about frameworks for achieving these outcomes. The regional community outcomes will be presented in EW's Long-term Council Community Plan (LTCCP). There is also the opportunity for local authorities throughout the region to refer to the regional outcomes in their own LTCCPs to create a more complete picture of the community outcomes concept for local communities and reinforce the collaborative nature of the regional process.

Table 7 provides a preliminary indicator framework based on the Waikato draft regional community outcomes as at October 2005.

Table 7: Draft indicator themes – Waikato regional community outcomes

Sustainable Environment	Quality of Life	Sustainable Economy	Culture and Identity	Participation and Equity
<ul style="list-style-type: none"> Air, land and water quality Biodiversity Environmental attitudes and behaviours Kaitiakitanga Coastal environment Rural environment Energy Solid waste 	<ul style="list-style-type: none"> Health Education Maori social well-being Housing Maori housing Community safety Community participation Sport and leisure Family and community cohesion Youth and older people 	<ul style="list-style-type: none"> Sustainable development Economic prosperity Transport, infrastructure and services Regional planning Maori economic prosperity Land-based industries Tourism Research and innovation 	<ul style="list-style-type: none"> Regional identity and pride Maori heritage Historic buildings and places Culture and recreation Creativity 	<ul style="list-style-type: none"> Civic participation Bicultural partnerships Treaty of Waitangi Unique status of Tangata Whenua Tikanga Maori Cultural well-being

Table 8a lists potential measures of the indicators above¹. This list was developed by the MARCO group from a range of sources including:

- Census and other official statistics
- Administrative information collected by various agencies
- Regional surveys (e.g. EW Environmental Perceptions Survey, Big Cities Quality of Life Survey, annual resident surveys)
- National and regional monitoring programmes (e.g. MSD Social Report, Quality of Life, Linked Indicators Project)
- Environmental monitoring.

A large number of additional indicators are also available at the regional level, and to some extent also at the district/city level, which are not listed in Table 8a. A core set of 75 indicators was identified from the list in Table 8a that are relevant at both the regional and district/city level. In this way, individual districts can select the indicators that are most relevant and supplement them with additional local measures. For example Hamilton City Council might

¹ Work is ongoing with key community stakeholders to refine the set of indicators and measures.

supplement the core set with additional travel time and traffic count measures, while Rotorua District Council might compile additional measures relating to Maori culture and identity.

Table 8a: Waikato region – List of Community Indicators (June 2006)

The following indicators were ranked according to:

- regional relevance (workshop with Community Outcomes Working Group, 15 November 2005)
- local relevance (survey of Hamilton City Council and all 11 district councils in the Waikato region), and
- a technical evaluation (measurability, cost effectiveness, understandability). For more details about scoring and prioritizing procedure refer to <http://www.choosingfutures.co.nz/index.asp?pageID=2145845111>.

Note:

- ✓ Indicators marked **GREEN** and in **BOLD** (priority indicators (ranked as the top 50) and **YELLOW** (= agreed additional important indicators) are included in the Core Set of Waikato Regional Community Outcomes Indicators (75 indicators).
- ✓ Indicators marked in *italics* are additional core indicators. These were identified as a gap/priority at the MARCO workshop on 17 Feb 2006 and have not undergone a ranking process.
- ✓ Indicators or outcomes marked with an asterix * are part of a separate process of developing indicators with Iwi.

Theme	Outcome	Potential indicators/ measures	Data Availability	Data Coverage	Over all Score
Sustainable Environment	Air, land and water quality	Air quality (particulate matter, PM¹⁰)	2004	Regional (urban areas only)	11.1
		2. Odour complaints	EW and Councils?) complaint registers (currently separated into chicken, piggery, industrial, other)	Current EW indicator does not include other council's databases. Meaning of data (ie. need for analysis of reason for complaint)?	7.6
		3. Soil quality at selected sites	Environment Waikato	Regional level information; currently 55 sites grouped into various land uses types	10.4
		4. Land use	No data – project underway with SNZ and Landcare Research to address this gap.	-	11.7
		5. River water quality for ecological health	2004	Regional Key catchments	11.9
		6. River water quality for recreation	2004	Regional Key catchments	11.9
		7. Coastal water quality for recreation	2005/2006	Regional	10.3
		8a. Lakes water quality for ecological health	2004 (Lake Taupo) 2001 (Peat lakes)	Lake Taupo Waipa and Waikato Districts (nine shallow peat lakes)	10.3
		8b. Lakes water quality for contact recreation	Summer 2005-06	Lake Taupo	10.3
		<i>Groundwater availability and use</i>	2002	<i>Regional</i>	
		<i>Surface water availability and use</i>	No data – indicator under develop (EW)	- (likely to be regional only)	
* ?	?	Refer to Maori/Iwi indicators			

Theme	Outcome	Potential indicators/ measures	Data Source	Availability/Notes	Over all Score
Sustainable Environment	Biodiversity	9. Extent of native vegetation (forest, wetland, coastal)	1996	Regional Local (but parts of some TAs not included if out of region)	11.3
		10. Protected native vegetation areas	No data source identified – indicator under development (EW)	-	11.3
		11. Forest fragmentation	EW	Regional level, updated every five years	6.3
		12. Threatened, endangered and extinct species	DoC/MfE?	Possibly available down to regional level; there may be key indicator species at the territorial level (eg. kiwi)	6.1
		<i>Protection of natural heritage and landscapes</i>	<i>No data source identified</i>	-	
Sustainable Environment	Environmental attitudes and behaviours	13. People's environmental attitudes	2004	Regional Local	11.6
		14. Environmental knowledge	Environment Waikato Perception Survey	Down to territorial level; available every three years	10.5
		15. Environmental satisfaction	EW Perception Survey	Down to territorial level; available every 3 years	8.1
		16. People's personal environmental actions	2003	Regional Local	10.5
		17. People's public environmental actions	EW Perception Survey	Down to territorial level; available every 3 years	5.9
		18. Landcare groups	Environment Waikato (and Waikato Biodiversity Forum?)	Currently EW indicator only presents number of groups by type (river, lake, land, harbour, beach) - memberships & activities also desirable. Other potential sources?	9.6
		19. Enviro-schools	Enviro-schools coordinator	Some info is already available, may need to be better coordinated.	9.3
Sustainable Environment	Kaitiakitanga	20. * Kaitiakitanga	?	Refer to Maori/Iwi indicators	2.9
Sustainable Environment	Coastal environment	21. Coastal water quality recreation	EW	(see #7)	
		22. Public access (or Coastline ownership)	2002	Regional Key coastal areas	8.2
		23. Public access	No data source identified for public access	(#22 as a proxy?)	9.3
		24. Coastal development (at risk)	EW/local councils	Current indicator focuses on Coromandel (development at risk from coastal erosion) Other information is already available, may need to be more rigour around collection/interpretation,	5.5
Sustainable Environment	Rural environment	25. Stock density	2001	Regional Major catchment zones	8.0
		26. Rural subdivision	2001	Regional Local	11.6

Theme	Outcome	Potential indicators/ measures	Data Source	Availability/Notes	Over all Score
Sustainable Environment	Energy	27. Total energy consumption	2003	Regional Hamilton City	7.8
		Energy efficiency (or Energy use relative to economic growth)	2003	Regional	5.6
		29. Greenhouse gas emissions	2001	Local	6.7
		<i>Efficiency of energy use</i>		(#28 as a proxy?)	
Sustainable Environment	Solid waste	30. Waste to landfills	No data source identified	-	11.4
		31. Proportion of recycling	No data source identified	-	9.8
Quality of Life	Health	32. Social deprivation index	2001	Local	11.4
		33. Prevalence of physical activity	SPARC Physical Activity Questionnaire/ NZ Health Survey	Currently only at national and regional level (including DHB boundary). Similar/same question used for QoL Survey– data available for Hamilton City and possibly Waikato Region overall but not other Waikato TAs. Should ideally include gender, ethnicity etc cross-tabs for all health indicators.	10.9
		32. Life expectancy at birth	2000-02	Regional Hamilton City Thames-Coromandel and Waipa Districts	11.7
		35. Residents' rating of own health, plus reasons	Quality of Life Survey	Data available for Hamilton and possibly Waikato Region but not other Waikato TAs.	7.8
		36. Number of schools and children using walking school buses	Enviro-schools/ Project Energise/ walking school bus coordinators (HCC)	Metadata missing	6.7
		37. Overall quality of life	2004	Hamilton City Regional from 2006	9.7
		38. Avoidable mortality and hospitalisation rates	2000	Waikato DHB District (other DHBs?) Local – TAs within Waikato DHB	9.3
		39. Barriers to accessing General Practitioners	2004	Hamilton City Regional from 2006	7.5
		40. Experience of barriers to accessing health care that you want (e.g. acupuncture, homeopathy etc)	?	Metadata missing	10.6
		41. Prevalence of cigarette smoking	Ministry of Health/ AC Neilson Ltd/ Census	Available at national and regional levels only? Item to be included in 2006 Census - TA level.	9.9
		42. Suicide rate	Waikato DHB Health Needs Assessment	Annual data available at TA level. Contentious as to whether reporting on suicide rates has a perverse effect.	9.8

Theme	Outcome	Potential indicators/ measures	Data Source	Availability/Notes	Over all Score
		43. Obesity rate	Waikato DHB Health Needs Assessment/ NZ Health Survey	BMI (based on height/weight ratio) is questionable as it doesn't distinguish overweight from lean muscle.	9.3
		44. Number of gambling venues and electronic gambling machines?	Department of Internal Affairs	Metadata missing	3.5
Quality of Life	Education	45. Participation in early childhood education	2004	National	10.2
		46. School leavers with no formal qualification	2004	Regional Local	12.2
		47. % of students leaving school without core numeracy and literacy credits at NCEA Level 1	Ministry of Education	Metadata missing	10.1
		48. School leavers with higher qualifications (e.g. 6th Form Cert/NCEA Level 2 or higher)	Ministry of Education	Available at TA level (although issues about comparison with historical data due to introduction of NCEA).	10.1
		49. Educational attainment of the adult population	2001	Regional Local	11.6
		50. Adult and community education	Data not yet available	-	10.4
		51. Work opportunities matching skills	2004	Regional from 2006 Hamilton City	8.5
		52. Number of people in industry-based training	Tertiary Education Commission	Metadata missing	9.0
		53. Number of Modern Apprenticeships currently in progress	Tertiary Education Commission	Metadata missing	9.6
		54. Number of students enrolled in alternative education programmes	Ministry of Education	Metadata missing	6.0
Quality of Life	Maori social well-being	55. Life expectancy/ Health expectancy— Maori/non-Maori	Stats NZ	Refer to indicator #34	11.8
		56. Avoidable mortality (and causes)— Maori/non-Maori	Waikato DHB Health Needs Assessment	Refer to #38	11.0
		57. School leavers with no formal and /or higher qualifications— Maori/non-Maori	Ministry of Education	Refer to #46	11.9

Theme	Outcome	Potential indicators/ measures	Data Source	Availability/Notes	Over all Score
		58. Unemployment rate—Maori/non-Maori	Stats NZ Household Labour Force Survey	<i>Refer to #99</i>	11.8
		59. Median income—Maori/non-Maori	Stats NZ Census	<i>Refer to #100</i>	11.3
		60. NZDep—cross-tabbed by percentage of Maori residents per meshblock	Stats NZ Census/ Ministry of Health	<i>Refer to #32</i>	10.8
		61. Prevalence of cigarette smoking—Maori/non-Maori	Ministry of Health/ AC Neilson Ltd/ Census	<i>Refer to #41</i>	9.8
		62. Experience of barriers to accessing health care that you want (including acupuncture, homeopathy etc)—Maori/non-Maori	?	Metadata missing. <i>Refer to #39 and 40</i>	10.5
Quality of Life	Housing	63. Household crowding	2001	Regional Local	9.0
		64. Home ownership rate	2001	Regional Local	10.7
		65. Housing affordability	2000-01	National Regional for 2000-01 only	11.1
		66. Rent to income ratio	2001	Regional Local	11.5
		<i>Proximity to work, study, recreation</i>	<i>No data source identified</i>	-	
Quality of Life	Maori housing	67. * ?	?	Refer to Maori/Iwi indicators	1.3
Quality of Life	Community safety	68. Reported criminal offences (per 10,000) and resolution rates [NOT included in Core Set, replaced by 69. Criminal Victimization Rate]	NZ Police	Available at regional and sub-regional level – but the Police District boundaries do not match with TA boundaries. Best to report by category, including burglaries, domestic violence/ overall violence, drugs and anti-social, sexual offences.	12.3
		69. Criminal victimisation rates (or Reported criminal offences and resolution rates)	2000 – work in progress to assess suitability at regional/local level (SNZ); Further data available on Reported criminal offences and resolution rates	National	7.6
		70. Perceptions of safety	2004	Hamilton City Regional from 2006	12.3
		Road traffic injury rates	2004	Regional Local	8.6
Quality of Life	Community participation	72. Residents' sense of community within local neighbourhood [NOT included in Core Set]	Quality of Life Survey	Data available for Hamilton City and possibly Waikato Region overall but not other Waikato TAs.	12.2
		73. Unpaid work	2001	Regional Local	10.8

Theme	Outcome	Potential indicators/ measures	Data Source	Availability/Notes	Over all Score
Quality of Life	Sport and leisure	74. Participation in sport and active leisure	2001	Regional	12.0
		75. Participation in cultural and arts activities	Stats NZ Cultural Experiences Survey	Available at national and possibly regional but not TA level. <i>Refer also to #174</i>	12.0
		76. Experience of barriers to leisure activity	Quality of Life Survey	Data available for Hamilton City and possibly Waikato Region overall but not other Waikato TAs.	9.3
		77. Recreational quality of water	?	Metadata missing <i>Rrefer #7 and #21, also #5, #6 and #8a/b.</i>	4.9
		78. Satisfaction with work-life balance	Quality of Life Survey	Data available for Hamilton City and possibly Waikato Region overall but not other Waikato TAs. Reasons important.	10.8
Quality of Life	Family and community cohesion	79. Contact between young people and their parents	2001	Regional	9.3
		80. Loneliness	Quality of Life Survey	Data available for Hamilton City and possibly Waikato Region overall but not other Waikato TAs.	9.3
		81. Trust in others [NOT included in Core Set]	Quality of Life Survey	Data available for Hamilton City and possibly Waikato Region overall but not other Waikato TAs.	11.1
		82. Participation in social networks and groups	2004	Hamilton City Regional from 2006	11.4
		83. Satisfaction with workplace family policies	?		9.5
		84. Residents' frequency of being able to rely on people around them for support when feeling stressed	Quality of Life Survey	Data available for Hamilton City and possibly Waikato Region overall but not other Waikato TAs.	7.1
		85. Participation in parenting programmes	Plunket?	Plunket visits hits to parenting websites/ 0800 numbers etc	7.2
		86. Residents' perception of group or network that matters most to them	Quality of Life Survey	Data available for Hamilton City and possibly Waikato Region overall but not other Waikato TAs.	7.0
Quality of Life	Youth and older people	87. Hospitalisations for intentional injury – children and older people	Ministry of Health/ NZHIS	Available at national and possibly regional but not local level (and numbers could be small).	10.9
		88. Notifications to CYFS	CYFS	Available at regional and (to an extent) sub-regional level – but the CYFS boundaries do not match with TA boundaries, and the data are subject to media (i.e. promotion) effects.	10.3

Theme	Outcome	Potential indicators/ measures	Data Source	Availability/Notes	Over all Score
		89. Youth unemployment (registered with Work and Income)	MSD/ Work and Income	Subject to policy changes.	8.5
		90. Older persons unemployment rate	MSD/ Work and Income	Metadata missing	9.6
		91. Participation in family/ whanau activities [NOT included in Core Set]	Stats NZ Living Standards Survey 2000	Available at national level only.	11.2
		92. Truancy rates	Ministry of Education	Data not currently collected consistently.	8.5
		93. Stand-downs, suspensions and exclusions from school	Ministry of Education	Data available for all TAs.	9.6
		94. Percentage of young people aged 15-19 not in school, work or training	Ministry of Social Development (Youth Transition Survey)?	Metadata missing (<i>not sure how to measure</i>)	8.9
		<i>Youth and older people engagement in decision-making</i>	<i>No data source identified</i>	-	
Sustainable Economy	Sustainable development	95. Resident perceptions that development is sustainable	?		10.4
		96. Genuine Progress Indicator		No data available yet on GPI- indicator under development (#97 as a proxy).	10.8
		97. Regional Ecological Footprint	1998	Regional	10.3
Sustainable Economy	Economic prosperity	98a. Regional/Local GDP	No data available yet – under development	Regional	7.7
		98b. Economic Growth Index	National Bank of New Zealand Regional Trends	Available at regional but not TA level http://www.nbnz.co.nz/economics/regional/default.htm .	
		99. Unemployment rate	Dec 2005 2001	Regional Local to be confirmed	12.2
		100. Median weekly income	2005	Regional Local not readily available but possibly by request for a fee	9.6
		101. Capital Value (CV) per capita	TAs.	Available at TA level.	7.5
		102. Number of businesses and employees by industry	2005	Regional Local	12.1
		103. Personal bankruptcies and involuntary company liquidations	Insolvency and Trustee Service, Ministry of Economic Development (or Stats NZ?)	Quarterly data available at the national and regional level – not sure about TA level. Some interpretation issues (i.e. bankruptcy rate as an indicator of entrepreneurship). http://www.motu.org.nz/pdf/Motu_Working_%20Papers/motuwip_03_18.pdf	7.4

Theme	Outcome	Potential indicators/ measures	Data Source	Availability/Notes	Over all Score
		Building consents	April 2006	Regional Hamilton City, Franklin, Thames-Coromandel, Waipa and Taupo Districts readily available. Remaining TAs available from INFOS for a fee.	
Sustainable Economy	Maori economic prosperity	* ?	?	Refer to Maori/Iwi indicators	
Sustainable Economy	Transport, infrastructure and services	104. Drinking water quality	2005	Local	13.0
		105. Travel times	?	MfE has developed a data protocol but it has not been implemented.	10.9
		106. Road traffic crashes and casualties	2004	Regional Local	12.2
		107. Effectiveness of wastewater treatment systems	EW	Bus passenger data not relevant for other TAs.	9.8
		108. Hamilton City bus passenger numbers	EW	Regional indicator only.	6.0
		109. Intra-regional bus passenger numbers	Quality of Life Survey	Available for Hamilton City and possibly region.	7.3
		110. Bus passenger satisfaction with service	TAs	Available for Hamilton City.	6.1
		111. Satisfaction with cycleways and walkways	Annual Residents Surveys	Available for Hamilton City.	8.4
		112. Length of cycleways/ walkways	TAs	Probably available for all TA but interpretation is unclear.	7.9
		113. Heavy vehicle counts on main pedestrian streets	Transit/ TAs?	Metadata missing	8.2
		114. Telecommunications connection, confidence and capability	Household telephone and Internet connection from Census data. Other data would rely on surveys.	Household connection data is available at TA and sub-TA level, but regional and local data on confidence and capability are not yet available.	10.6
		115. Power outages per annum	Power companies?	Metadata missing	10.5
		116. Satisfaction with emergency service responsiveness	Survey		7.6
		117. Volume/value of freight transported by rail	Toll?	Metadata missing	10.4
Sustainable Economy	Regional planning	118. Consumer Magazine resident ratings of local councils	Consumer magazine	Available at TA level but a contentious indicator (league table). http://www.consumer.org.nz/topic.asp?category=Public%20Issues&docid=2095&subcategory=Government%20services&topic=Local%20authorities	7.0

Theme	Outcome	Potential indicators/measures	Data Source	Availability/Notes	Overall Score
		119. District Plan monitoring (compliance)	TAs?	Metadata missing <i>How is this going to be measured?</i>	5.5
		120. List of examples of inter-agency collaboration	TAs		10.1
		121. Resident's confidence in council's decision making	No data available yet	Regional 2006 Hamilton City 2006?	7.8
		122. Resident perceptions of opportunities provided by councils for community involvement in decision making [NOT included in core set]	?	Available for Hamilton City (Annual Residents Survey). <i>Refer to 169</i>	11.2
		123. Resident perceptions of public's influence on council decision making	Quality of Life Survey	Available for Hamilton City and possibly region but not other TAs. <i>Refer to 170</i>	7.6
		124. Resident perceptions of public's influence on Central Government decision making	Quality of Life Survey	Available for Hamilton City and possibly region but not other TAs.	7.2
		<i>Resident satisfaction with council's approach to planning and providing services</i>	<i>No data source identified</i>	-	
Sustainable Economy	Maori economic prosperity	125. * Maori land holdings - revenues and/or values	TPK?		9.8
		126. * Maori fisheries holdings	TPK?		4.0
		127. * Maori tribal investments	TPK?		9.1
		128. * Maori employment by industry/ occupation	Stats NZ Census? Household Labour Force Survey?	NZIER's 'Maori economy' report may be useful: http://www.nzier.co.nz/SITE_Default/SITE_Publications/x-files/883.pdf <i>Refer also to #102</i>	5.9
Sustainable Economy	Land-based industries	129. Regional GDP contributed by primary industries	No data available yet – indicator under development	-	10.7
Sustainable Economy	Tourism	130. Nights in commercial accommodation	March 2006	Local	11.7
		131. Occupancy rates in commercial accommodation	Stats NZ Accommodation Survey	Available at regional and TA level.	8.4
		132. Number of tourism-related businesses (included in #102)	Stats NZ Annual Business Frame Update Survey	Available at regional and possibly TA level.	11.6

Theme	Outcome	Potential indicators/ measures	Data Source	Availability/Notes	Over all Score
Sustainable Economy	Research and innovation	133a. Income from tourism (international and domestic)	2004	Regional Tourism Organisations only (Waikato, Coromandel, Lake Taupo)	7.3
		133b. Employment in the tourism industry	2004	National	
		134. Economic Impact Assessments of major/iconic facilities and events	TAs?	Regional indicator only.	6.9
		135. Enrolments at tertiary education institutes (by type of study)	July 2004	National Regional – major institutions only	11.6
		136. Business start-ups and survival rate	Uni, Wintec, TWA	Regional indicator only.	6.7
		137. Research and Development	Stats NZ's Research and Development in New Zealand survey	National-level only, baseline only.	6.0
		138. Business Frame Update – R&D section	?	Metadata missing Same as #137?	6.0
		139. Number of people employed in research positions	Tertiary education institutes, CRIs, large private enterprises	Metadata missing	9.3
		140. Percentage of population with a higher degree	Census	Available at regional and TA level every 5 years.	9.7
141. PBRF rankings (Performance Based Research Fund)	Tertiary Education Commission http://www.tec.govt.nz/downloads/a2z_publications/pbrf_report.html	League table approach is very contentious.	6.1		
142. Total research funding	2004	National	8.8		
Culture and Identity	Regional identity and pride	143. Resident's rating of their sense of pride in the way their city/town looks and feels	2004	Regional from 2006 Hamilton City	12.1
		144. Percentage of residents perceiving that cultural diversity makes their region/city/ town a better place to live	?	Metadata missing	11.5
		145. Number of Maori speakers (in Maori and in total population)	2001	Regional Local	11.8
		146. * Proportion of population that speak the 'first language' of their ethnic group	2001	National Regional and local possibly available by request for a fee	3.7
		147. * Number of Marae that have been restored through Heritage funding	?	Metadata missing	7.4

Theme	Outcome	Potential indicators/measures	Data Source	Availability/Notes	Over all Score
		148. Insurance value of NZ collections (museums, Marae taonga etc)	?	Metadata missing	9.6
		149. Proportion of population that speak the 'first language' of their ethnic group	?	Metadata missing <i>See also #166</i>	10.2
		150. Number of events celebrating cultures/days of cultural significance	?	Metadata missing	7.6
Culture and Identity	Maori heritage	151. Number of visitors to significant heritage sites	?	Metadata missing	10.1
Culture and Identity	Historic buildings and places	152. Number of buildings and places listed on Historic Places Trust register	May 2006	Local	12.1
		153. Number and proportion of heritage buildings demolished or removed from heritage records	May 2006	Local	11.6
Culture and Identity	Culture and recreation	154. Participation in cultural experiences (eg. visit art gallery, live music, visit marae, theatrical performance, etc)	?	Metadata missing	9.8
		155. Participation in cultural and arts activities	2003	National Regional from 2006 Hamilton City from 2006	11.0
		156. Membership rates in community organisations/clubs/associations categorised as 'arts' i.e. drama groups, choirs, lyceum, kapahaka etc	?	Metadata missing	10.6
		157. Number of sports, arts, recreation clubs, facilities and organisations [NOT included in core set]	?	Metadata missing	11.3
		158. Resident's satisfaction with cultural facilities provided	No data source identified	-	12.2
		<i>Design of new developments</i>	<i>Indicator under development (EW)</i>	<i>Regional Local</i>	
		<i>Proportion of council's spending on cultural activities and events</i>			
Culture and Identity	Creativity	159. People employed in cultural sector	2001	National Regional and local possibly available by request for a fee	9.4

Theme	Outcome	Potential indicators/ measures	Data Source	Availability/Notes	Over all Score
		160. Household spending on cultural activities	?	Metadata missing	7.4
		161. Median cost of events as a ratio to median income	?	Metadata missing	8.4
		162. Geographic distribution of cultural events	?	Metadata missing	8.8
		163. Main occupations of people in creative arts industry	?	Metadata missing	9.4
Participation and Equity	Civic participation	164. Percentage of voter turnout at local and general elections	2004	Regional Local	12.2
		165. Degree of representation by Tangata Whenua and minority groups on governance and decision-making bodies	2004 2001	Regional (women) Local (women) Local (Maori)	10.7
		166. Proportion of people by ethnicity still speaking their first language	Census	Available at regional, district and other levels every five years. <i>See also #149</i>	7.2
		167. Residents rating of agreement that they understand how their Council makes its decisions [NOT included in core set]	Currently a gap in data	Some local authorities ask a question similar to this in their perception survey.	11.5
		168. Residents rating of agreement that decisions made by their Council are in the best interests of the community	Currently a gap in data	Some local authorities ask a question similar to this in their perception survey.	9.4
		169. Residents satisfaction with Council's provision of opportunities for community involvement in decisions	No data available yet	Regional from 2006 Hamilton City fom 2006 <i>(see also #122)</i>	11.4
		170. Residents rating of satisfaction with the extent of public influence on Council decision making [NOT included in core set]	Currently a gap in data	Some local authorities ask a question similar to this in their perception survey. <i>See #123</i>	11.4
		Participation and Equity	Bicultural partnerships	171. * ?	?
	Treaty of Waitangi	172. * ?	?	Refer to Maori/Iwi indicators	3.1
	Unique status of Tangata Whenua	173. * ?	?	Refer to Maori/Iwi indicators	3.8
	Tikanga Maori	174. * ?	?	Refer to Maori/Iwi indicators <i>See also #75</i>	2.9

Theme	Outcome	Potential indicators/measures	Data Source	Availability/Notes	Over all Score
	Cultural well-being	175. Levels of perception toward diversity (refer to #182) [NOT included in core set]	Ministry of Social Development	Available nationally and for Hamilton City (part of the Quality of Life in Cities project)	11.0
		176. * Level of participation in arts, cultural and community activities	?	Information not currently collected in a robust way. (eg. survey question could be developed in a way similar to 2002 Cultural Experiences survey).	10.7
		177. * Employment in cultural industries	Statistics New Zealand (under development)	Unavailable currently at national or sub-national level (but under development). Possibly not that useful at the District level. <i>See also #159</i>	5.2
		178. Perceived discrimination	Human Rights Commission	Proportion (%) of survey respondents who perceived selected groups as being subject to a great deal or some discrimination. Possibly only relevant at the city/regional level.	10.1
		179. <i>Annual number of complaints to the Human Rights Commission???</i>	?	Metadata missing Including race relations, disability and sexual harassment	6.6
		180. Experience of cultural activities	Statistics New Zealand	Proportion of the population aged 15 and over who experienced cultural activities, by activity type & sex. Possibly only relevant at the city/regional level.	10.7
		181. Residents perception that the community works together and that people support each other [NOT included in core set]	Collected for Quality of Life project	Not currently available at either the local or regional level.	11.7
		182. Percentage of residents perceiving that cultural diversity makes their region/ city/town a better place to live	2004	Regional from 2006 Hamilton City	11.1
Participation and Equity	Cultural well-being	* ?	?	Refer to Maori/Iwi indicators	
Participation and Equity	Maori heritage	* ?	?	Refer to Maori/Iwi indicators	

The initial list of about 200 proposed indicators in Table 8a was prioritised and ranked based on:

1. Regional relevance (Community Outcomes Working Group workshop, 15 November 2005).
2. Local relevance (survey of Hamilton City Council and all 11 district councils in the Waikato).
3. Technical evaluation (measurability, cost effectiveness, understandability; by MARCO team).

A separate scoring was obtained for each of the three assessments. Scoring is from 5 (highest/most relevant) to 1 (lowest/least relevant). A total scoring for each indicator was obtained by adding the three scores, giving a maximum overall score of 15, and a minimum score of 3 (actual scoring values ranged from 13 to 5.5).

The technical evaluation used the following criteria to assess the proposed indicators:

i) Measurability

- *Can the indicator be quantified and measured?*
- *Is it repeatable and when measured over time reflecting a trend?*
- *Is the indicator sufficiently sensitive or responsive to be able to show changes and trends?*

ii) Cost effectiveness

- *Is the indicator simple to monitor, i.e. can the data for the indicator easily be measured (eg.requires only a limited number of parameters to be measured)?*
- *Can the data be obtained at a realistic and reasonable cost, both in terms of financial cost and time or other constraints?*
- *Can the data be used for a variety of purposes or in a variety of reports?*

iii) Understandability

- *Can the indicator be presented in an easily understandable way and is it meaningful (i.e.intuitively reasonable and clear what it's measuring)?*
- *Is it simple to interpret and clear which direction is good or bad?*
- *Is it interesting, exiting and does it resonate with the public?*
- *Does it provide enough information to give an adequate picture but not too much information to be incomprehensible?*

Furthermore, to assist the selection of a core set of indicators information was also collated on:

- Data availability - Do we have existing data?
- Disaggregation – Are the data available at the regional level only, or also per district, city?
- Comparability – Can the data be standardised across all cities and districts (at least in the Waikato)? Can the indicator be accurately compared with the same or similar indicators from relevant other regional and national monitoring projects?

How the Final Core Set of Indicators was Selected

1. The proposed indicators were grouped into the 38 outcomes and listed in order of their overall score from the combined assessment of regional relevance, local relevance and technical evaluation.
2. The top 50 scoring indicators were all included in the proposed core set.
3. For outcomes that had no indicators ranked in the top 50, the highest scoring indicator for that outcome or, if more suitable, other indicators were added. For any added indicators some comment outlining the reason(s) for their inclusion was provided.
4. This resulted in a final list of 75 core indicators to track progress and report towards achieving the regional community outcomes (refer to document 'Core Set of Indicators').

The core set of indicators is listed in Table 8b.

Table 8b: Waikato region – List of Core Indicators for Community Indicators (June 2006)

Sustainable environment

- 1 River water quality for ecological health
- 2 River water quality for recreation
- 3 Lakes water quality for ecological health
- 4 Lakes water quality for contact recreation
- 5 Land use
- 6 Air quality (particulate matter, PM₁₀)
- 7 Groundwater availability and use
- 8 Surface water availability and use
- 9 Protection of natural heritage and landscapes
- 10 Extent of native vegetation (forest, wetland, coastal)
- 11 Protected native vegetation areas
- 12 People's environmental attitudes
- 13 People's personal environmental actions
- 14 Coastal water quality for recreation
- 15 Public access (or Coastline ownership)
- 16 Rural subdivision
- 17 Stock density
- 18 Total energy consumption
- 19 Greenhouse gas emissions
- 20 Energy efficiency (or Energy use relative to economic growth)
- 21 Waste to landfills
- 22 Proportion of recycling.

Quality of life

- 23 Life expectancy at birth
- 24 Social deprivation index (*)
- 25 Avoidable mortality and hospitalisation rates (*)
- 26 Overall quality of life
- 27 Barriers to accessing general health practitioners
- 28 School leavers with no formal qualification
- 29 Educational attainment of the adult population
- 30 Participation in early childhood education
- 31 Adult and community education
- 32 Work opportunities matching skills
- 33 Rent to income ratio
- 34 Housing affordability
- 35 Home ownership rate
- 36 Household crowding
- 37 Proximity to work, study, recreation
- 38 Criminal victimisation rates (or reported criminal offences and resolution rates)
- 39 Perceptions of safety
- 40 Road traffic injury rates
- 41 Unpaid work
- 42 Participation in sport and active leisure
- 43 Participation in social networks and groups
- 44 Contact between young people and their parents
- 45 Youth and older people's engagement in decision-making.

Sustainable economy

- 46 Genuine progress indicator (or ecological footprint)
- 47 Regional GDP
- 48 Unemployment rate
- 49 Median weekly income
- 50 Number of businesses and employees by industry
- 51 Building consents
- 52 Drinking water quality
- 53 Road traffic crashes and casualties
- 54 Resident's confidence in councils' decision making
- 55 Resident's confidence in councils' approach to planning and providing services

- 56 Regional GDP contributed by primary industries
- 57 Nights in commercial accommodation
- 58 Income from tourism (international and domestic)
- 59 Employment in the tourism industry
- 60 Total research funding
- 61 Enrolments at tertiary education institutes (by type of study).

Culture and identity

- 62 Resident's rating of their sense of pride in the way their city/town looks and feels
- 63 Proportion of Maori speakers (in Maori and in total population)
- 64 Proportion of population that speak the 'first language' of their ethnic group
- 65 Number of buildings and places listed on Historic Places Trust register
- 66 Number and proportion of heritage buildings demolished or removed from heritage records
- 67 Design of new developments (survey)
- 68 Resident's satisfaction with cultural facilities provided
- 69 Participation in cultural and arts activities
- 70 Proportion of council's spending on cultural activities and events
- 71 People employed in the cultural sector.

Participation and equity

- 72 Percentage of voter turnout at local and general elections
- 73 Degree of representation by tangata whenua and minority groups on governance and decision-making bodies
- 74 Residents satisfaction with council's provision of opportunities for community involvement in decisions
- 75 Percentage of residents perceiving that cultural diversity makes their region/city/town a better place to live.

7. Data management

MARCO is leading a process to develop a core set of indicators that will be relevant at both the regional and local level. This information will be made available from 2006 through a web-based data discovery tool to enable cost savings and better quality information to be captured across the region. An important aspect of this tool will be the use of a structured approach to data management including quality assurance protocols for measuring and storing information, and analysing and reporting results. An existing inventory of data and metadata currently held by EW can be found at: <http://www.ew.govt.nz/enviroinfo/redi/index.htm>.

7.1 Metadata

A key element of data management is the documentation of how, where, when, how often and by whom the monitoring is undertaken. The information about data is called metadata. Metadata tells us:

- What data was collected, where, how often and by whom
- Where the data are currently stored and in what form
- Whether the data are available and how accessible they are
- Who is the contact person knowing more about particular data
- What data/ information has been published (reports and documents).

Because the above elements are usually well defined there is a degree of quality assurance on the metadata being created. This means the metadata will provide an accurate representation of the content of the underlying dataset. Metadata therefore becomes important for effective compilation and sharing of data. It helps in searching for data and can also assist in deciding whether the data are suitable ('fit for purpose') and highlight possible limitations or issues such as data accuracy, cost or timeliness.

There are two general types of metadata template:

1. A simple form to record information at a basic level (for example, to undertake a stock-take of available information)
2. A more comprehensive form to document additional information.

Table 9 presents an example of a stock-take template from Waipa District Council. This was compiled to get a better understanding of types of information that the Council currently collects to assist in the development of the Council's monitoring strategy. Table 10 presents a more detailed metadata template that is similar to the level associated with the MARCO data recovery tool.

Table 9: Example stock-take template – Waipa District Council

Information/Measure ‘What’	Frequency of collecting/ reporting ‘When’	Collected by ‘Who’	Where information stored and how/ format	Comments
Community grants	Annual reported Sept/ Oct after allocated	Community Leisure Officer	Word and Excel on computer and hardcopy file storage	Can be broken down into Ward area
Number and amount spent on educational initiatives	N/A			Only initiative is maybe a school holiday programme at the library?
District promotion funding	Annually	Community Planning and Liaison Manager		
Number of events and parades	On-going	Leisure Officer/ Communications Advisor/ Community Planning and Liaison Manager	Waipa Events Calendar District Promotions group	Collected for whole region and also Waikato main events Add to Waipa Events Calendar
Number of heritage initiatives sites	On-going collection	Asset Manager/ Community Planning and Liaison Manager		
Number of social support agencies	On-going collection	Community Leisure Officer	Excel database on computer	Not currently broken down into ward areas, but could be in future

Table 10: Example comprehensive template – Environment Waikato

<p>Indicator Name: Fine Particle Levels in Air</p> <p>What this indicator is about Environment Waikato measures the daily average ambient levels (levels in the surrounding air) of PM10 at selected sites in the Waikato Region. PM10 is the portion of the particulate matter in the air less than 10 microns in diameter. These particles are very fine and can remain suspended in the atmosphere for long periods of time.</p> <p>Why we monitor fine particle levels in air PM10 (tiny particles less than 10 microns across) are the particles most harmful to human health and the environment. Environment Waikato monitors PM10 to determine people’s exposure to it in areas where the air quality is suspected to be poor. Health effects associated with exposure to particles range from increased coughs and respiratory complaints to premature mortality. Susceptible people include the young and elderly and those with pre-existing medical conditions.</p> <p>Where and how we collect the data Environment Waikato monitors PM10 at sites in Hamilton, Te Kuiti, Taupo and Tokoroa. We suspect these areas are at risk, because they are susceptible to build up of PM10 during periods of calm, settled weather.</p> <p>Monitoring sites Hamilton – Peachgrove Road. Taupo – Taupo District Council pumping station, Gillies Street Reserve. Te Kuiti – Waitomo District Council offices, Queen Street. Tokoroa – Billah Street reserve (from 2001).</p> <p>Monitoring frequency PM10 data are collected continuously in Hamilton, Te Kuiti and Tokoroa, and reported as an average level for each 24 hour period, with the exception of Taupo to August 2002 where data were collected on a one-in-six day monitoring regime. This 24-hour period is significant in determining adverse effects on human health. We also analyse hourly average data so that we can assess variations in concentrations during the day. Since August 2002 monitoring for 24 hour average PM10 has been carried out every third day in Taupo.</p> <p>Monitoring history</p>

Monitoring of PM10 commenced in Hamilton at the Peachgrove Road site in May 1998. Monitoring has been continuous at this site since this time. However, some periods of missing data have occurred. The largest of these are November 2 to December 15, 1998, March 7 to June 14, 2001, June 14 to July 5, 2002, April 18 to May 18, 2003 and March 8 to March 22, 2004.

Monitoring of PM10 in Taupo commenced during November 2000. Data collection was limited to one-in-six day sampling regime. Periods of missing data include two months during February/ March and around one month from July 9, 2001.

In Tokoroa monitoring of PM10 was carried out during 1999 (February 19 to November 30) at the South Waikato District Council offices, using a light scattering technique. This method is subject to limitations, so in 2001 the Billah Street Reserve site was established using the beta attenuation method. PM10 data from this site are available from March 29, 2001. The main period of missing data from this site occurs from July 20 until October 12, 2001, April 18 to June 23, 2003 and from March 8 to March 22, 2004.

Air quality monitoring for PM10 was carried out in Te Kuiti from April 22 to November 4, 1998 and from May 13 to December 31, 2003. The main period of missing data is from March 8 to March 22, 2004.

Measurement technique

Environment Waikato currently uses four types of PM10 monitoring equipment:

TEOM (Tapered Elemental Oscillating Microbalance) – continuous monitoring in Hamilton.

MetOne 1020 BAM – continuous monitoring in Tokoroa.

Thermo Anderson FH 62 C14 BAM (Beta Attenuation Monitor) – continuous monitoring in Te Kuiti.

Gravimetric Partisol sampler in Taupo.

A high volume gravimetric sampler was being used as a comparative method for the TEOM in Hamilton in 2004.

A GT640 (optical) monitoring method was used to measure PM10 concentrations in Tokoroa (see limitations).

How this indicator is compiled

Monitoring results are reported in relation to the proposed Regional guideline, using the Ministry for the Environment air quality indicator reporting framework outlined in the table below. This framework is used to report on air quality for a range of contaminants relative to their respective guidelines.

Useful links

- Environment Waikato – [All About Air](#)
- Ministry for the Environment - [air indicators](#)
- [Energy Efficiency and Conservation Authority](#) (EECA)
- [Clean Air Society](#)

Contact person

Air Scientist - Resource Information Group, Environment Waikato

Source: <http://www.ew.govt.nz/enviroinfo/indicators/air/quality/air1/techinfo.htm>

8. Effective reporting

A vital aspect of monitoring is how the resulting information is reported. Community Outcomes reports will provide stakeholders and the general public with a picture of progress in the region or area to which they relate. A mix of both quantitative indicators and descriptive information is anticipated.

8.1 Community Outcomes reports

Community outcomes reporting is different in many respects from standard Council performance reporting. Whereas the latter is primarily an accountability tool, community outcomes reporting can have additional purposes such as:

- To educate communities about sustainability and quality of life issues
- As a supplement to a report on collaborative responses to community outcomes (i.e. community outcomes action plans)
- As the basis for a 'shared accountability platform' (Craig and Courtney, 2004) leading to new collaborative projects and processes.

The format of a Community Outcomes Report should be determined by the intended audience. This will comprise some combination of community members, stakeholder organisations, elected members, Council staff and media.

If a Community Outcomes Report is to be combined with a strategic planning document, thought should be given as to how to integrate the information in an accessible and readable way. This could be along the lines of 'where are we going', 'how are we doing' and 'how do we plan to get there'.

The above discussion assumes that a stand-alone report will be developed. An alternative could be to integrate the Community Outcomes Report with Council's Annual Report. However, this has the potential to create confusion between community outcomes and Council outcomes, and could also undervalue the contribution of organisations other than councils to achieving community outcomes.

8.2 How frequently to report?

The LGA 2002 requires each local authority to report on progress towards community outcomes "not less than once every three years" (LGA 2002, S. 92(1)). A local authority may choose to produce a full report more frequently if it wishes, for example annually, but this would require greater resources and the benefits to the community would need to be assessed. In accordance with the LGA, the first community outcomes monitoring report is due in 2009 (three years after the 2006 LTCCP). However, to enable the 2009 report to show what progress has been made towards achieving the community outcomes, a baseline report including monitoring information is required. It is intended that a regional community outcomes base-line report will be produced in late 2006 or early 2007. Local authorities are also encouraged to prepare baseline reports. Some historical data will be available for establishing trends, while other

indicators will be baseline only. Comprehensive reporting back to the community can then be done every three years in the year prior to the LTCCP development cycle.

Another point to consider is that progress towards many community outcomes (e.g. life expectancy) may occur only over long timeframes, so more frequent reporting may not be justified. Care should be taken not to misinterpret a short-term change as the start of a long-term trend. Another consideration is that some data will only be available every three years or more, such as five-yearly Census data.

It may be possible to establish a cost-effective on-line monitoring and reporting programme that can be regularly updated to provide the community with as much real-time information as possible. An example is the reporting of data for Hamilton's Sustainability Indicators, which are updated approximately annually on the website www.myhamilton.org.nz. This allows flexibility to generate interim reports throughout the reporting cycle as required and also allows better public access to the information.

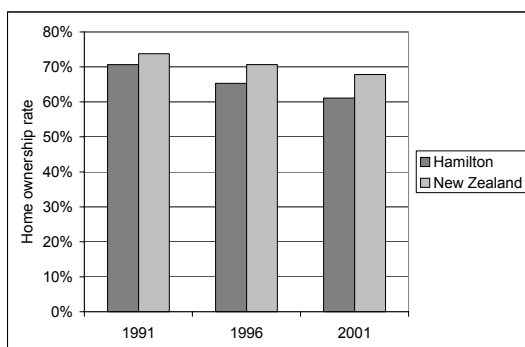
8.3 Reporting on indicators – examples

Thought should be given to the audience, appropriate level of detail, type of language, and use of graphs, tables and other elements such as photographs, pictograms and maps. Thought should also be given to alternative presentation methods, including multimedia and Internet. The following is a brief selection of reporting examples from Hamilton's Sustainability Indicators 2005 and the Rotorua SoE Report 2002.

Example 1: Housing Affordability

When people own their home they have more of a vested interest in their local neighbourhood. While owning your own home is a kiwi tradition, home ownership rates have declined in the past decade due to a range of factors.

Home Ownership Rate (With or Without a Mortgage)



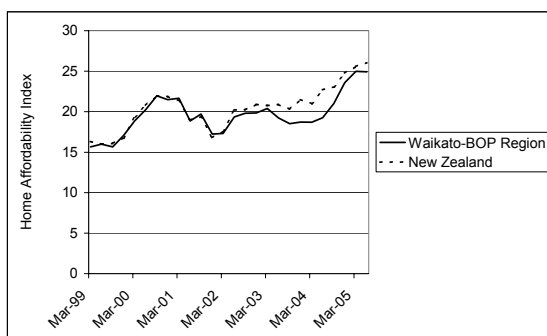
How are we doing?

The proportion of people owning their own homes has decreased. As at the 2001 Census, 61.1% of Hamilton residents owned their home compared to 67.8% for New Zealand as a whole.



Source: Statistics New Zealand: Census of Population and Dwellings

Home Mortgage Affordability Index



Source: Massey University/AMP Home Affordability Report

Note: Calculated from average weekly earnings, mortgage interest rate figures and house prices. The lower the index, the more affordable the housing.

How are we doing?

Based on house prices, interest rates and weekly earnings, home mortgages have become less affordable over the past several years.



Summary

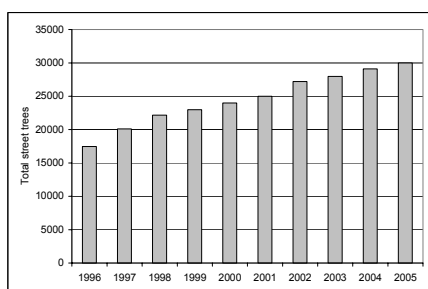


Home ownership rates are declining. The shift away from home ownership may be due to a range of factors including increased housing costs, labour mobility, changes in people's outlook towards home ownership as an investment, and the impact of student loans.

Example 2: Urban Trees

Urban trees help to define Hamilton's character, provide shade and shelter, stabilise erosion areas, provide habitats for wildlife and release oxygen and absorb carbon dioxide and water. The protection of existing trees and promotion of native tree planting on public and private land are important steps in maintaining a healthy ecosystem and improving biodiversity.

Total street trees in Hamilton



How are we doing?

The number of trees on Hamilton's streets has increased and will continue to rise until planned plantings have been completed on all streets designated to have trees.



Source: Hamilton City Council] Note: Data are cumulative each year

Mean numbers of some native birds counted per 5-minute count station

	Hamilton green areas, Nov. 2004	Hamilton residential areas, Nov. 2004	Insufficient data to determine a trend. ◆
No. counts:	101	106	
Fantail	0.55	0.07	
Grey Warbler	0.25	-	
Kereru	-	-	
Kingfisher	0.59	0.05	
Korimako/Bellbird	-	-	
Silvereye	1.60	1.36	
Tui	-	-	

Source: Hamilton City Council, Landcare Research

Summary

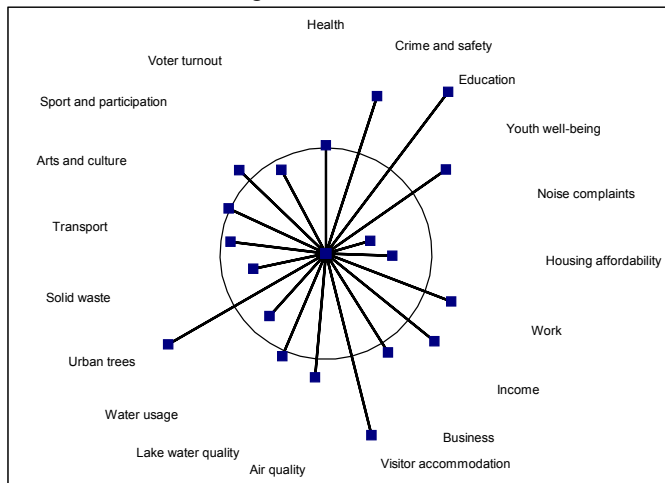


Bird counts in 2004 confirm that species such as tui, kereru and korimako are rare or absent from the city. However, Hamilton is making a positive move towards protecting its biodiversity, including tree planting programmes and a major initiative at Waiwhakareke (Horseshoe Lake) involving the reconstruction of ecosystems over a 60 ha area.

Example 3: Quality of Life

Trends in Hamilton's Sustainability Indicators are summarised in the diagram below. The circle in the middle represents Hamilton's well-being in the mid-1990s, while the spokes show progress to the early 2000s. Where a spoke extends outside the circle, this means performance today is better than the mid-1990s. Where it falls within the circle, performance is worse than the mid-1990s.

How's Hamilton Doing?

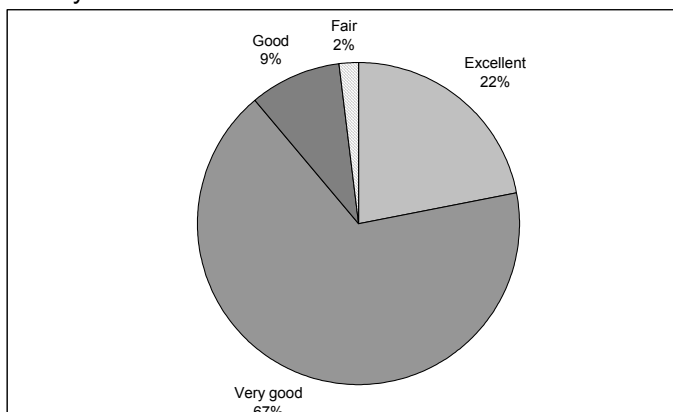


Source: Hamilton's Sustainability Indicators, 2005 Update

How are we doing?

Most of Hamilton's sustainability indicators improved between the mid-1990s and early 2000s. Areas where we could do better include noise pollution from stereos, the amount of waste going to landfill, and the number of cars on Hamilton roads. Housing affordability is also an issue.

Quality of life



Source: Quality of Life Survey 2004

How are we doing?

Around 89% of Hamilton residents rate their overall quality of life as very good or excellent, which is similar to the national average. New Zealand has a high quality of life compared to many countries, including the well-off OECD countries.

Summary

😊 Hamilton's economy has been growing strongly, with low unemployment and high numbers of visitor nights and business start-ups. Social well-being has also been generally improving, but indicators of Hamilton's environment are giving mixed messages. Tree planting and ecological restoration are on the rise but the number of noise complaints has doubled in the past decade, and household waste and traffic volumes are also higher than the 1990s.

Example 4: Lake Water Quality

Lake water quality is measured using the Trophic Level Index (TLI). The TLI provides an index of the nutrient status of the lake. A 'healthy' lake has a nutrient level that supports plant and fish life, while not providing conditions for excessive algal growths that can lead to toxicity problems. A low TLI represents a healthy lake. Currently six lakes exceed the proposed Regional Plan TLI targets, although most have been improving or remained stable over a 10 year period.

TLI index for Rotorua Lakes

Lake	10 Year Trend	2001	Regional Plan Target
Okaro	Improving	5.34	5.0
Rotoehu	Deteriorating	4.66	3.9
Rotorua	Stable	4.93	4.2
Rotoiti	Stable	3.96	3.5
Rotomahana	Stable	3.66	3.9
Rerewhakaaitu	Stable	3.26	3.6
Okareka	Deteriorating	3.4	3.0
Rotokakahi	Stable	3.25	3.1
Tikitapu	Improving	2.79	2.7
Okataina	Improving	2.53	2.6
Tarawera	Stable	2.80	2.6
Rotoma	Improving	2.36	2.3

Source: Environment Bay of Plenty Rotorua Lakes Water Quality Report 2001 (EBOP 2001/29)

How are we performing

Although the water quality in most lakes is stable or improving not all the regional plan targets have been met. Further action is required to maintain and restore the trophic levels of these water bodies.

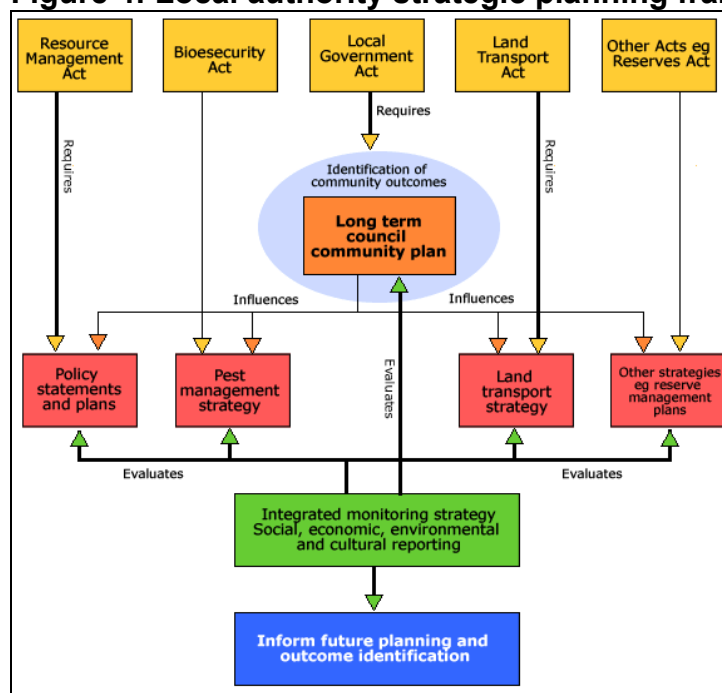
Example 5: Water Summary

Indicator	Trend	State	Pressure	Response
Drinking water quality	NO CHANGE	Drinking water supplies are safe to drink Ground water quality is good	<ul style="list-style-type: none"> Land use in lake catchments Septic tanks 	<ul style="list-style-type: none"> Regional Plan provisions Lakes management Strategy
Lake water quality	NO CHANGE	Lake water quality needs to improve in some lakes	<ul style="list-style-type: none"> Waste water Storm water Surface run off Lake edge development 	<ul style="list-style-type: none"> Storm water management planning for urban areas Improved nitrogen removal by waste water treatment system
Bathing water quality	NO CHANGE	Not all sites meet bathing water quality guidelines		
Geothermal water level	↑	Geothermal water levels are recovering	<ul style="list-style-type: none"> Geothermal water extraction 	<ul style="list-style-type: none"> Rotorua Geothermal Regional Plan
Water consumption	↑	The current rate of water consumption is sustainable		
Waste water treatment	BENCHMARK	Waste water treatment is not removing enough nitrogen Most people in the Rotorua District are connected to a reticulated sewage system	<ul style="list-style-type: none"> Waste water nitrogen Lake side settlements 	<ul style="list-style-type: none"> Improved nitrogen removal by waste water treatment system Proposed sewage reticulation and treatment for Okawa Bay and Mourea
Storm water treatment	BENCHMARK	Current storm water treatment is effective	<ul style="list-style-type: none"> Storm water entering streams and lakes 	<ul style="list-style-type: none"> Storm water management planning for urban area
Stream water quality	NO CHANGE	Stream water quality is generally good	<ul style="list-style-type: none"> Waste water nitrogen entering Puarenga stream & Lake Rotorua 	<ul style="list-style-type: none"> Improved nitrogen removal by waste water treatment system
Lake structures	BENCHMARK	There is an abundance of jetties	<ul style="list-style-type: none"> Lake edge development 	<ul style="list-style-type: none"> Increased monitoring and improved information database
Lake activity incidents	BENCHMARK	Lake activity incidents are common	<ul style="list-style-type: none"> Lake activity levels 	<ul style="list-style-type: none"> New Bylaws Education of lake users
Water body margin protection	BENCHMARK	Lake margins are moderately protected	<ul style="list-style-type: none"> Lake edge development 	<ul style="list-style-type: none"> Lakes management strategy Review of Esplanade Reserve provision

9. 'Closing the loop' – From monitoring to decision-making

Monitoring is not an end in itself, but part of an ongoing strategic and adaptive cycle. Continuous improvement can only be achieved if monitoring is linked to an ongoing process of strategic planning, review and response. Councils and other agencies should consider how best to embed progress monitoring and reporting into their formal decision-making processes. Figure 4 below from MfE is an example of how the various pieces of legislation, plans, strategies and reports that influence environmental wellbeing are linked through LTCCPs.

Figure 4: Local authority strategic planning framework



Source: MfE: <http://www.mfe.govt.nz/withyou/envwellbeing/index.html#interface>

9.1 Collaborative strategies and community targets

An important aspect of community well-being (community outcomes) is that no single organisation is responsible for achieving it – not even councils! Similarly, when things are going well, or going badly, no single organisation can take responsibility. This is known as the “attribution problem”. Community well-being is affected by a vast range of pressures, some of which require a whole-of-community response in order to be effective.

One of the benefits of the CFW process was that it engaged a wide range of stakeholders and community members around a common focus. This has created a space for discussing opportunities for collaborative strategic planning by local authorities, Government agencies, community-based organisations, iwi and other key stakeholders. This process may include a review of inter-agency communication stocks and flows, as well as more tangible outputs such as the development of collaborative regional and/or local strategic action plans. It may also include discussions about the setting of community outcome targets which can only be achieved through collective action.

Only a small number of regional outcome targets exist at this time, although additional targets are negotiated at a Central Government level by regional Government departments. Known outcome targets for some or all territorial authorities in the Waikato region include the following:

- The Mayors’ Taskforce for Jobs, and subsequently Central Government have set a stretch target that by 2007 all 15-19 year olds will be engaged in work, education, training or another suitable activity (Note: The current level is approximately 92%).
- All RCs must develop plans to reduce air particulate (PM₁₀) levels to 50 micrograms per cubic metre of air over any daily 24-hour period by September 2013. Five other air quality standards have also been put in place by Central Government. For details refer to <http://www.mfe.govt.nz/laws/standards/index.html>.
- Various local authorities have set solid waste targets for their area. For example, Hamilton City Council has set the following targets under its Waste Management Plan:
 - 60% of annual garden waste diverted from landfill and beneficially used by December 2005.
 - 95% of annual garden waste diverted from landfill and beneficially used by December 2010.
 - 50% reduction by weight of construction and demolition wastes to landfill by December 2008 (relative to December 2004 levels).

10. Community engagement in progress monitoring

There are a number of opportunities to involve community members and key stakeholders in the development and implementation of monitoring strategies. Involvement can occur at various stages in the monitoring process, for example:

1. Identification of what to monitor (e.g. community outcomes)
2. Decisions on how to monitor
3. Collection of data for monitoring
4. Interpretation of monitoring results
5. Decisions on how to respond to monitoring results.

In the case of outcomes-based monitoring processes as part of the RMA and LGA, the key areas for monitoring will be based on the objectives or desired outcomes. For example, communities must be consulted on the development and review of the District Plan, Regional Plan and Policy Statement(s) including their objectives and anticipated environmental results. Public consultation, including feedback on objectives and outcomes, is also common for other policies, strategies and programmes developed by local authorities and other government agencies.

Ensuring meaningful community involvement maximises buy-in to both the objectives and the monitoring programme itself. Developing indicators and monitoring programmes which are relevant to the community requires attention to the development of SMART outcomes. The community can also be involved through discussion on the priorities for monitoring. This can be facilitated through small group processes such as workshops or focus groups with community leaders or representatives. Decisions on how to monitor include the identification of specific indicators, identification of targets and decisions about how and when data will be collected. Community involvement in the development of indicators can range from no involvement to direct or indirect involvement in the development of indicators.

No involvement refers to situations where the development of indicators is done solely by 'expert' judgement with no community input. Indirect involvement refers to using open-ended feedback from the community as part of consultation processes or community surveys. Direct involvement refers to processes where members of the community are directly engaged in discussing what indicators would have meaning to them in tracking progress on the outcomes they have identified. Direct involvement processes are becoming more common in New Zealand and are being promoted by much of the recent legislation covering these areas (in particular the LGA and RMA).

Common features of community-indicators projects (adapted from Salvaris, 2000) are that they:

- Are often initiated from the bottom-up by community leaders
- Attempt to integrate environmental, social and economic goals around an overall vision for the community and a path to achieving the vision

- Set concrete goals or targets and develop appropriate indicators to monitor progress to achieving them. Some indicators use conventional measures while others may be very community-oriented
- Are commonly long term (over 5 years) cyclical processes
- Have some level of relationship to formal policies and government objectives.

While there is still relatively little experience in direct involvement processes in New Zealand, there is a wealth of experience internationally and a number of good resources and networks available (see Table 11). The main arguments for these types of approaches include their improved ability to create real change in communities and their ability to build capacity in communities to be part of the change process. For these reasons, they have commonly been used in strategic planning processes that have had a community renewal focus, subject to funding and other constraints.

Community involvement in the collection of data and interpretation of results is less common and is used more often for the monitoring and evaluation of specific programmes and activities. Community involvement is particularly useful in the monitoring and evaluation of community-based programmes such as Landcare programmes (see Appendix 1).

Involving the community in the collection of data and interpretation of results is also a characteristic of some community indicators projects. For example, the document 'Communities Count' discusses examples from the UK where school children were involved in biodiversity surveys by identifying the number of ponds containing frogs and newts. These types of processes have value as public education and awareness building exercises.

The final opportunity for community involvement in monitoring occurs at the feedback or 'closing the loop' stage. This is where decisions are made about how to respond to the results of monitoring in terms of any changes to relevant policies, plans, programmes and activities. Indirectly, the community is often involved in this stage through the publication of monitoring results which may include suggestions for actions. If this is done as part of a public plan/ policy review process, such as through a District/ Regional Plan review or Annual Plan process, then the public will have the opportunity to provide comments on suggested actions. Like the other stages, there is the potential to involve communities proactively at this stage through the use of workshops, working groups and/or surveys to determine what changes should be made prior to the development of draft policies or plans.

Table 11: Further information – Community engagement in monitoring

Austin City Connection, *Sustainability Indicators Project*, Austin, TX:

http://www.ci.austin.tx.us/sustainable/indicators_intro.htm

Canterbury Region Community Plans Group (2005) "Indicators for monitoring community outcomes: Methodology and process for developing indicators":

<http://www.stats.govt.nz/NR/rdonlyres/BEC0F235-570B-4CE3-B121-DF2319136D11/0/canterburyregionoutcomeindicators180705.pdf>

Jacksonville Community Council Inc., *Tracking the Quality of Life in Jacksonville, Florida*:

<http://www.jcci.org/statistics/qualityoflife.aspx>

Lingayah, S. and Sommer, F. (2001) *Communities Count: The LITMUS Test – Reflecting community indicators in the London borough of Southwark*, New Economics Foundation, UK:

http://www.neweconomics.org/gen/z_sys_PublicationDetail.aspx?PID=70

MacGillivray, A., Weston, C., and Unsworth, C. (1998), *Communities Count! A step by step guide to community sustainability indicators*, New Economics Foundation, UK:

http://open.coop/tiki-download_file.php?fileId=6

Manaaki Whenua Landcare Research, Monitoring and Evaluation:

http://www.landcareresearch.co.nz/research/social/pm_e_index.asp

Meadows, D. (1998) *Indicators and Information Systems for Sustainable Development*, The Sustainability Institute, Hartland Four Corners, VT:

<http://www.nssd.net/pdf/Donella.pdf>

Norris, T., AtKisson, A. et al. (1997) *The Community Indicators Handbook*, Redefining Progress:

<http://www.communityinitiatives.com/indicats.html>

Redefining Progress, *Community Indicators Project*, Oakland, CA:

<http://www.redefiningprogress.org/projects/indicators/>

Salvaris, M. (2000) *Community and Social Indicators: How citizens can measure progress*, Institute for Social Research, Swinburne University of Technology, Hawthorne, Vic.

Sustainable Measures, *Sustainable Community Indicators Trainer's Workshop*:

<http://www.sustainablemeasures.com/Training/Indicators/>

Sustainable Seattle: <http://www.sustainableseattle.org>

Swain, D. (2002) *Measuring Progress: Community Indicators and the Quality of Life*:

<http://www.jcci.org/statistics/understandingindicators.aspx>

Tasmania Together: <http://www.tasmaniatogether.tas.gov.au/>

Woodhill, J. and Robins, L. (1998) *Participatory Evaluation for Landcare and Catchment Groups*, Greening Australia: Yarralumla ACT, Australia.

Note: Web addresses all successfully accessed 25 October 2005.

11. Partnership agreements for information sharing

Good quality information is increasingly important for central and local government to comply with legislative requirements, meet public expectations and demonstrate performance and accountability. Information is needed for:

- Monitoring progress towards community outcomes
- Community planning, including informing the identification and review of community outcomes
- Reporting on the effectiveness of District and Regional Plans and for their development and review
- Producing SoE reports
- Assessing compliance with resource consents
- Environmental education.

A lot of the information currently being collected is potentially useful to councils and other agencies but is not always easily accessible. The methods by which information is collected and reported locally, regionally and nationally is often different, which creates difficulties in information sharing, comparative analysis and district and regional benchmarking. When collecting information it is beneficial to all local authorities, central government, industry and the wider public if information is collected in a similar way.

Organisations are increasingly seeing the benefit of harmonising the way in which they collect key data (for indicators) so that information can be aggregated for regional and national reporting and disaggregated for local reporting. Partnerships, both formal and informal, are necessary between organisations wishing to share data and information for monitoring purposes.

Formal protocols between organisations can promote a commitment to more co-ordinated gathering and provision of data, greater alignment between work programmes and ensuring appropriate resources are available to achieve common goals. The purpose of developing formal protocols is to build on individual relationships between different organisations. This enables relationships to endure regardless of the individuals managing those relationships. Mutual benefits of co-ordinated gathering and sharing of information include:

- Knowing what information is available
- Better access to and use of information
- More co-ordinated and consistent monitoring and reporting
- Better quality control in data collection, analysis and reporting
- Enhanced accountability and performance assessment
- Avoiding duplication.

Partnerships can save resources (time and money) through a combined approach to solving information collection and management issues. Better access to skilled people, research and each others' experiences can also benefit all participants.

12. Policy effectiveness monitoring (RMA)

Policy and plan monitoring helps determine the need for further action and possible changes and improvements in policy statements and plans. Important steps include:

- Developing a monitoring/ evaluation programme at the same time as plan provisions are being developed (while recognising that things may change over time)
- Developing a system to trigger reviews and updates of policy statements, plans and implementation programmes in response to the results of policy and plan monitoring.
- Focusing on priority matters first. Many councils have started by monitoring and reviewing the anticipated environmental results (AERs) in policy and plans, which helps determine if AERs are being achieved and whether or not they need to be more focused (and rewritten) to be measurable
- Having a clear purpose for policy and plan monitoring (e.g. whether it is for community accountability, organisational improvement or both)

Policy and plan monitoring should be systematic. Reflecting on policies and plans may include asking the following questions:

- Is the policy or plan achieving its aims?
- Are the implementing agencies delivering on outcomes?
- Do the objectives and policies of the plan make a difference? Are they effective?
- Does the policy or plan cover the most important things (i.e. an extension of the Section 32 process)?

Consider summarising the approach in a monitoring strategy. Be systematic and seek to apply a consistent approach to monitoring design. There are few well-established systems for policy and plan monitoring, but there is a lot of monitoring and evaluation research to build on. The monitoring design process needs to:

- Be clear about the purpose and goals
- State what will be monitored and why
- Develop effective indicators
- Develop consistent collection of data
- Analyse and present information effectively
- Review the plan or delivery of implementation programmes as a result of this process and build in a continuous review and reporting cycle
- Make changes and adjustments as necessary i.e. take action.

In order to create a strategic and integrated approach, policy and plan monitoring needs to:

- Develop criteria for prioritising monitoring so it is cost-effective
- Develop indicators to assess the means and ends of the plan, and the effectiveness of implementation
- Make the most of data already collected, including supplementary information from different agencies. Consider links between:
 - Other policy objectives within Council such as non-RMA requirements including pest management, reserve, land transport strategies and LTCCPs
 - TLAs, RCs, community groups, iwi and other stakeholders
 - SoE, consents, complaints and compliance monitoring
 - Different environmental media and other agencies' work

Organisational commitment is needed to monitor plan effectiveness. Involving integrated Council teams will ensure policy/ plan implementation goals are better understood (e.g. planners, scientists, environmental education staff, database managers, engineers, consent and compliance staff).

Where possible share ideas and information or set up other partnerships and review processes. There may be benefits from working with other councils in the same region on monitoring methodologies for similar issues (e.g. amenity values, cross-boundary issues). Iwi should be involved as they are more than just another affected party. Involve other members of the community as appropriate, find out what community outcomes are wanted and ensure relevance of your policy and plan provisions. Also work in with other agencies such as RCs, DoC, MfE, Statistics NZ, and build on existing information where possible.

Share ideas and allow for training:

- Think about setting up plan effectiveness workshops and focus groups
- Develop partnerships as appropriate and train people and develop learning environments for staff
- Get external guidance where necessary.

Establish cause-and-effect relationships where possible between outcomes, outputs and indicators, and illustrate and report on attribution to the extent possible. Be flexible and ask strategic questions like why, how, who, what, where, and when to monitor (known as Programme Logic):

- Does the plan make a difference? Is it effective?
- Was it well implemented?
- What worked and didn't work?
- What are the risks of not taking any action?
- What has changed, and how does this relate to the policy statement or plan?

Consider a range of methodologies to help with determining what difference the policies and plan has made on the ground, such as:

- Perception surveys
- Decision trees
- Monitoring letters to the editor
- Visual analysis by comparing photos over time
- Comparative risk analysis
- Triangulation of approaches.

The key is to move beyond measuring only processes, and start to focus on the outcomes and impacts achieved by the policies and plans. Once a system is in place:

1. Record the information from your monitoring and evaluation
2. Analyse the results of monitoring and interpret what it means
3. Report on the results of monitoring
4. Assess where changes may be required to your policy provisions and plans because of the results of your monitoring
5. Review your plan provisions as a result of monitoring
6. Make recommendations for action (which usually involves reporting on monitoring)
7. Take action and trigger reviews as appropriate
8. Provide feedback to the Council and any others involved in plan development and the monitoring process
9. Ensure there is a good written record of this process and:
 - the results of monitoring
 - recommendations for action and
 - actual actions and reviews undertaken.

13. Conclusion

This Resource Kit was developed by MARCO to help councils and other organisations in the Waikato region to adopt a more integrated approach to monitoring and reporting. Community progress indicators are increasingly required for legislative requirements and as a guide for working towards shared outcomes. Taking an holistic, integrated approach to monitoring and reporting has a range of benefits including:

- Identification of key issues from across the full spectrum of community well-being
- Identification of commonalities and differences across different jurisdictions (e.g. national, regional and local level)
- Monitoring community outcomes and describing their relationship to organisational outputs.

Monitoring and reporting is a vital step in the overall planning cycle. It is hoped that the information in this report, including the resource list in Appendix One, will contribute to an increased capability for monitoring the well-being of Waikato regional communities. Continuous improvement can only be achieved if monitoring and reporting is linked to strategic planning and budgeting. The challenge now is to explore ways to more effectively engage in collaborative strategic planning to make a positive difference for the Waikato region.

Glossary

This aim of this glossary is to explain terms used by the Waikato Strategic Planners' Network, particularly key words and phrases relating to community outcomes.

Choosing Futures Waikato (CFW) – A collaborative process involving all councils in the Waikato region plus other KCS, to identify regional community outcomes and to work towards achieving those outcomes.

Community – A network of relationships between people that forms the basis for a shared identity. A community can be formed in various ways such as community of interest, community of place and community of practice.

Community outcomes – Statements describing what a community believes is important for its future and current well-being.

Community well-being – The overall level of quality of life within a community.

Four well-beings – A reference to the four spheres of community well-being described in the purpose of local government as per the LGA 2002: “to promote the social, economic, environmental, and cultural well-being of communities...”

Indicator – A measure or combination of measures, either qualitative or quantitative, against which performance or progress can be assessed.

Integrated monitoring – A comprehensive monitoring programme that measures levels of social, economic, environmental and cultural well-being. Integrated monitoring is likely to involve coordination and collaboration between and within different agencies due to the wide range of aspects being measured.

Key Community Stakeholders (KCS) – Organisations that have the ability to influence and/ or achieve the identifying, monitoring and promotion of community outcomes. KCS will normally include community-based organisations, iwi/Maori organisations, local government and central government agencies.

Local Government Act 2002 (LGA) – Primary legislation relating to the powers and responsibilities of local government organisations (regional, city and district councils).

Long-term council community plan (LTCCP) – A strategic plan covering at least 10 years that describes the activities of a local authority and the community outcomes of that local authority's district or region. The LTCCP provides the basis for accountability of the local authority to the community. Related terms – annual plan; annual report; community outcomes action plans.

Measure – Standards of measurement for assessing performance or progress. Measures can also be thought of as building blocks for indicators, or treated as synonymous to indicators.

Metadata – Information about or documentation of data, such as where it is located and how frequently it is published. Metadata may include descriptive information about the context, quality or characteristics of the data.

Monitoring – The act of observing something and keeping a record of it. Generally includes aspects of data analysis, interpretation and reporting of results. Can be separated into monitoring of outcomes, outputs and processes.

Monitoring and Reporting Community Outcomes (MARCO) – A working group of WINFO and part of the Choosing Futures Waikato process, MARCO is a working group to develop a framework for measuring and reporting on community outcomes.

Resource Management Act 1991 (RMA) – The Act prescribing local government responsibilities to promote the sustainable management of natural and physical resources. It includes a range of regulatory and other responsibilities for councils, including requirements for SoE monitoring and reporting.

SMART (Specific, Measurable, Achievable, Relevant and Time-bound) – An acronym for some of the key criteria that identify a ‘good’ community outcome, indicator or target.

Sustainable development – typically defined as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (Brundtland, 1987).

Tai-Ranga-Whenua – EW Iwi Liaison Unit. To weave together (ranga) aspects of the coast (tai) and the land (whenua).

Waikato Information Forum (WINFO) – WINFO is administered by EW, with members from all 12 district and city councils in the Waikato region, relevant DHBs and MfE. WINFO aims to share and co-ordinate the gathering of information that is of common interest to local authorities in the Waikato region.

Waikato Strategic Planners Network (SPN) – A collaborative group made up community, corporate and strategic planning staff of local authorities in the Waikato region, plus representatives from the Waikato DHB, MSD and other KCS. The Network meets approximately once every six weeks to share information and discuss topics of common interest.

Appendix One: Resource list

This section provides a summary of key websites relating to outcomes monitoring, with a particular focus on New Zealand and the Waikato region.

General

Resource	Source	Description
Choosing Futures Waikato website	www.choosingfutures.co.nz	Information for the general public about the CFW process and how to get involved, including links to local processes. There is also a password protected area for the SPN, containing information about the Waikato Community Outcomes Project, MARCO, key regional stakeholders, links to the LTCCPs of Waikato councils, and other useful links and information. Contact the project co-ordinator for password details. Some of the links in the CFW website are repeated below.
Integrated Monitoring: A Manual for Practitioners	www.smf.govt.nz/results/5059_manual_for_practioners.pdf	Beanland and Huser, 1999. A manual for resource planners, policy analysts, monitoring staff and resource consent officers. The emphasis is on inter-agency integration for environmental monitoring and reporting.
Monitoring and Reporting One-Stop-Shop	www.qp.org.nz/content.php?id=236	This part of the Quality Planning website provides a 'one-stop-shop' for information on environmental monitoring and reporting under the RMA 1991, the LGA 2002 and other relevant legislation.
Pathfinder Project	http://io.ssc.govt.nz/pathfinder/	A comprehensive website on 'managing for outcomes'. Includes guidance on measuring outcome indicators and identifying areas for change.
Population Statistics	www.population.govt.nz	Information, tools and links relating to population and demographics in New Zealand. Includes access to demographic statistics published by a wide range of government departments and agencies.
Statistics New Zealand Table Builder	www.stats.govt.nz/products-and-services/table-builder/default.htm	Statistics New Zealand's Table Builder function enables the user to 'drill down' into Census data as well as an increasing range of non-Census data (e.g. agricultural statistics, business, injuries, crime, etc). Considerable data is now freely available, and additional customised data can also be purchased from Statistics New Zealand.

Genuine Progress Indicators (GPI Atlantic)	www.gpiatlantic.org	An example of international good practice, involving the bottom-up development of a Canadian Index of Wellbeing.
International Council for Local Environmental Initiatives (ICLEI)	www.iclei.org www.iclei.org/anz/tbl/index.htm	An information clearinghouse on local environmental initiatives, including detailed case studies. The Australia-New Zealand section also includes a Triple-Bottom-Line Toolkit, part an ongoing collaboration between ICLEI-A/NZ and the local government sector.
Global Reporting Initiative (GRI)	www.globalreporting.org	GRI is a multi-stakeholder process and independent institution linked with the UN Environment Programme. Its mission is to develop and disseminate globally applicable Sustainability Reporting Guidelines for reporting on economic, environmental and social well-being.
Sustainable Measures	www.sustainablemeasures.com	A good general site on sustainability measuring and monitoring.
Managing for Outcomes: Guidance for Departments	www.ssc.govt.nz/display/document.asp?docid=2511&NavID=208	State Services Commission website providing guidance to central government departments on managing for outcomes (not necessarily community outcomes as per the LGA 2002).
Know How Guide to Decision Making	www.lgnz.co.nz/projects/archive/lgknowhow/guides/decision-making.html	Deals with the planning and decision-making provisions of Part 6 of the LGA 2002. The Decision Making Guide costs \$75 incl GST.

Social, Economic, Environmental and Cultural Indicators

Resource	Source	Description
The Social Report	www.socialreport.msd.govt.nz	The Social Report is published annually by MSD. It uses national-level indicators to provide information on the social health and well-being of New Zealand society, to monitor trends over time, and to make comparisons with other countries.
Growth through Innovation: Economic Development Indicators 2005	www.gif.med.govt.nz/aboutgif/indicators-2005/report/index.asp	The Economic Development Indicators Report was published jointly by the Ministry for Economic Development and the NZ Treasury. It updates and expands on the Growth and Innovation Framework (GIF) Benchmark Indicators Report 2003. Unfortunately most of the data is not currently available at a sub-national level.
Tools and guidelines for monitoring the environment	www.mfe.govt.nz/state/monitoring/index.html	The website of the MfE has comprehensive information and links relating to New Zealand's

		state of the environment; monitoring tools and guidelines; and working in partnership with others.
Waikato Region Environmental Indicators	www.ew.govt.nz/enviroinfo/indicators/index.htm	The website of EW includes information about the quality of, and any changes in, the Waikato region's environment, including air, coasts, geothermal, and results of EW's Environmental Perceptions Survey.
Cultural Well-Being	www.mch.govt.nz/cwb/index.html	The website of the Ministry for Culture and Heritage has information on cultural well-being, including links to research and statistics.

Quality of Life Indicators

Resource	Source	Description
Quality of Life in New Zealand's Largest Cities	www.bigcities.govt.nz	A comprehensive set of indicators, including survey information, for monitoring aspects of quality of life in New Zealand's 12 largest urban areas (including Hamilton City).
Reported Health Statistics	www.nzhis.govt.nz/stats/statcontents.html	A clearing house for New Zealand health statistics, including data from DHBs. The website includes links to data on mortality rates, infant mortality, major causes of death, length of stay in hospitals, etc.
Surveyed Health Statistics	www.moh.govt.nz/moh.nsf/0/d7b3cf1eee94feb4c25677c007ddf96?OpenDocument	New Zealand Health Survey 1996/97. Includes survey data using the internationally standard SF-36 health status questionnaire. Data is unfortunately out-of-date and not currently available at a sub-national level.
Waikato Health Statistics	www.waikatodhb.govt.nz/wdwb/default.asp?Content=799	The Waikato DHB's Health Needs Assessment & Analysis 2005. A comprehensive regional analysis of health status and trends.
Reported Crime Statistics	www.police.govt.nz/service/statistics	Data on reported offences, including regional break-downs.
Surveyed Crime Statistics	www.justice.govt.nz/pubs/reports/2003/victims-survey/index.html	The New Zealand National Survey of Crime Victims 2001. A more accurate picture of crime rates in New Zealand. Unfortunately data is not currently available at a sub-national level.
Reported Education Statistics	www.minedu.govt.nz/index.cfm?layout=index&indexid=5611&indexparentid=1072	School statistics, including stand-downs and suspensions, school leaver qualifications, etc.
Waikato Tourism Statistics	www.trcnz.govt.nz/NZ+Regions/North+Island/Waikato+Region/default.htm	The Tourism Research Council publishes data on international and domestic visitor trends.

Stakeholder Engagement

Resource	Source	Description
Family and Community Services National Directory	www.familyservices.govt.nz/directory/index.jsp	A useful resource to augment your existing key stakeholder databases.
The Potential of Partnership: Key Learnings and Ways Forward, Based on Waitakere City Experiences	www.arts.auckland.ac.nz/lpg/plainenglishguide.cfm	Craig and Courtney, 2004. Documents 'big picture' findings, practical issues and ways forward, drawing on Waitakere City experiences.
Good Practice Guide for Working with Local Government	www.msd.govt.nz/work-areas/cross-sectoral-work/good-practice-guide.html	A practical guide for central government staff who work with local government, with a particular focus on MSD/Work and Income's regional role in working with local government through community outcomes processes.
Engaging with Communities over Outcomes	www.lgnz.co.nz/library/files/sto05/CommunityOutcomesPaper.pdf	Burke 2004. A review of innovative approaches to meeting the LGA 2002 challenge of identifying community outcomes.
Realising the Potential of the Community Outcomes Process	http://library.lgnz.co.nz/cgi-bin/koha/opac-detail.pl?bib=3337	McKinlay 2004. A document commissioned by LGNZ to help councils with their community outcomes processes. Practical advice on understanding the community outcomes process and how it can be best used to promote community wellbeing. The document is available for purchase for \$30 plus GST.
Good Consultation Practice	www.goodpracticeparticipate.govt.nz/	Describes good participatory practice and provides examples that help council staff to successfully engage with community, voluntary, iwi and Maori organisations.

Examples of Integrated Monitoring in the Waikato Region

Resource	Source	Description
Hamilton's Sustainability Indicators	www.myhamilton.org.nz www.gp.org.nz/uploads/best_practice/content/2087.pdf	Up-to-date information on key sustainability indicators for Hamilton City. The indicator set was developed through community consultation.
Waikato District Council Integrated Monitoring Strategy 2004	www.gp.org.nz/uploads/best_practice/pubs/council_reports/3976.pdf	The aim of the Waikato District Council Integrated Monitoring Strategy is to link complaints, compliance, plan effectiveness and SoE monitoring into one report.
Rotorua District Council Quadruple-Bottom-Line Monitoring	www.rdc.govt.nz	Rotorua District Council has produced monitoring reports covering Social, Economic, Environmental and Cultural Well-Being.