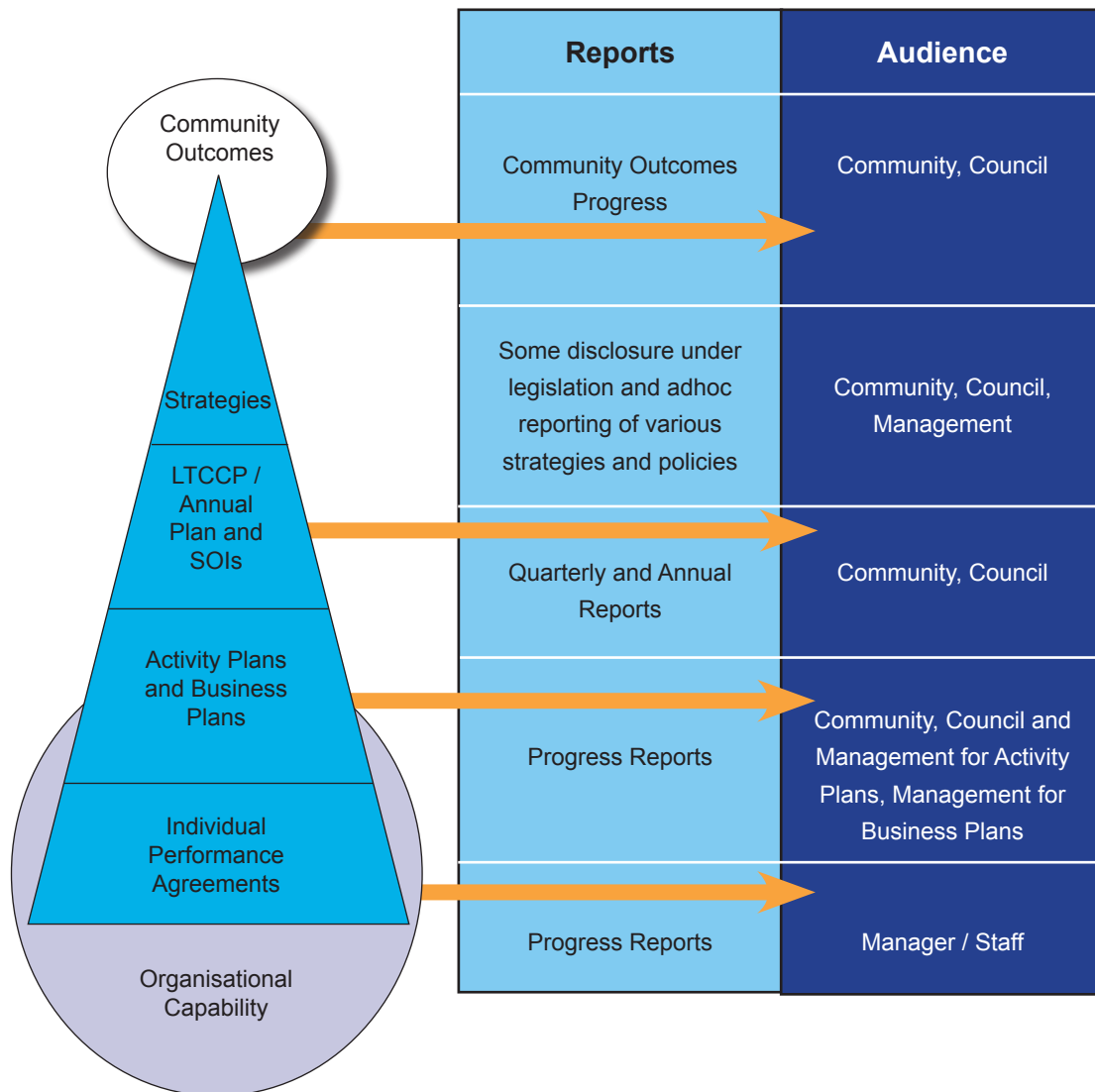


4.0 Monitoring and Reporting Community Outcomes⁵

Authors Note. The 2009 and Beyond Guide to the Community Outcomes Process will be available on 29 February 2008. That guide will cover the community outcomes process right from identification of the community outcomes, through to monitoring and reporting against them, to how best to respond to the results. This part of the Guide will be revised should the need arise.



Performance management in local government starts at the most strategic level. This level of performance management is discussed in the next two sections. In this section we focus on the requirements to monitor and report progress against community outcomes, and section five discusses strategies in general. In both cases the process is largely about measuring progress along your community's self-defined 'path to wellbeing' and what contribution your local authority is making to that progress.

⁵ The authors would like to thank the following for their assistance with this section: Nicole Taylor, Southland District Council; Regan Solomon, Waitakere City Council; Adele Hatfield, Tauranga City Council and Shelley Hey, Environment Bay of Plenty.

At the time of writing, the community outcomes process is still relatively new for local authorities, partner agencies and the community itself. Although the community outcomes have broader ownership than any one council, councils do have unique reporting requirements under the LGA.

In this section we focus on your role as facilitators of the community outcomes monitoring and reporting process. This includes:

- *why we do it* – the purpose of community outcomes and reporting against them
- *reporting on the progress against community outcomes in your annual reports* – what the requirements are and what good practice might look like
- *the three yearly report* – what the requirements are, what the results might look like if done well, and general good practice tools, and
- *some approaches to monitoring* - aligning monitoring of community outcomes with other monitoring requirements, the benefits of regional collaboration, and ongoing data management.

There is no one right template or process for monitoring and reporting community outcomes. The real value from monitoring and reporting is in the stakeholder process around the results, determining and implementing responses that will move your community closer to its community outcomes.

This section provides some suggestions and examples of how some others are approaching it, but like the outcomes themselves, monitoring and reporting are something unique to your community. To determine how best to monitor and report on community outcomes for your area you need to take into account what's been done to date – your local community outcomes process and document – as well as what will work best for your community.

4.1 Why do it? The Purpose of Monitoring and Reporting Against Community Outcomes

The purpose of the community outcomes process can be interpreted as being:

'to make people's lives better and to take care of the next generation.'

The focus is on the community as a whole identifying what matters to them, as opposed to how individual organisations (including councils) might determine this. The LGA provides guidance encouraging organisations to:

- ensure the best allocation of community resources, and
- achieve sustainable development across all four aspects of wellbeing (social, cultural, environmental and economic) now and in the future.

The purpose of the identification of community outcomes is to provide an opportunity for the community to determine their desired outcomes, prioritise and act as a mechanism for promoting the better application of community resources (including priorities).

The purpose of the community outcomes monitoring and reporting process is:

'to make people aware of where the community (city, district or region) is at, to inform the right debate and to provide a catalyst for change where required'.

The community outcomes process, both the identification of and monitoring/reporting against them, is clearly envisaged to be a collaborative process for which councils are expected to take the role of a coordinator and facilitator.

Section 91(3) makes it clear that your local authority can decide what process to use to meet its obligations to facilitate the identification of outcomes, provided that it takes steps to identify the other agencies capable of influencing either the identification or the promotion of community outcomes and, if practicable, get their agreement to the process and to any relationships between the process and existing plans.

It may take time to achieve, but the community outcomes should be one of the key guiding documents for your local authority and the other agencies in your community in decision-making processes.

Community outcomes monitoring and reporting provides an opportunity for your local authority to link the services it provides and interventions it makes to improvements in community wellbeing. For example, suppose the elected members decision to:

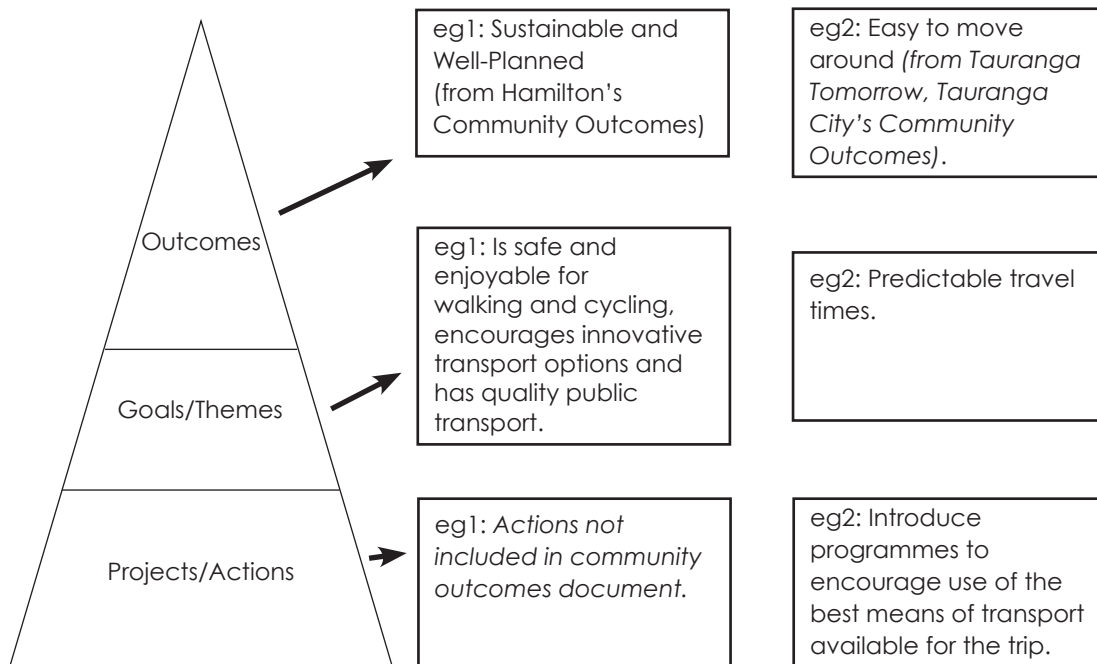
- undertake a campaign promoting the district as a place to set up a business
- upgrade the roading access to major sources of raw materials in the district, and
- introduce a policy of rates postponement to support economic development as one of the funding and financial policies attracts a new business, and three plants that turn the raw material into a finished product. This will move the indicators of employment and economic activity that are being used to monitor the community outcome economic growth is strong and sustainable, but may also have an impact on the environment that necessitates some other form of intervention.

4.2 Assumptions Underpinning this Section

In writing this section we have made three assumptions. These are:

1. The community outcomes process is owned by the whole community, not just council. The community outcomes documents and three-yearly reports are stand-alone and are separate to councils' LTCCPs / annual plans and annual reports, apart from comment on councils' contribution to community outcomes.
2. Most community outcomes documents will contain some mix of outcomes, goals, themes and actions or projects that form a hierarchy of information similar to that shown in Figure 4.1.

Figure 4.1: The Hierarchy of Information in Community Outcomes Documents



3. Community outcomes reports will always have at least two key audiences, being:
 - a. *The community / public* – the report provides them with information on how the city, district or region is going towards achieving the long-term community outcomes.
 - b. *Key stakeholders / contributing agencies and groups* – the monitoring and reporting process is a starting point for evaluation and analysis of results, which should in turn drive into relevant organisations' decision-making and planning processes.

4.3 Community Outcomes Reporting and the Annual Report

4.3.1 The Requirements

Schedule 10, Part 3, Clause 15(c) states that:

an annual report must, in relation to each group of activities of the local authority, report the results of any measurement undertaken during the year of progress towards the achievement of those outcomes to which the group of activities primarily contributes.

The reporting of community outcomes in annual reports is not the same as the three-yearly 'full' community outcomes reporting requirement. The focus is specifically on the contribution of your local authority's activities for a particular year, rather than reporting on the contribution of all stakeholder groups.

This means:

- your local authority need only report on its contribution to progress towards the community outcomes during the course of that year, which includes reporting on the results of any relevant monitoring done during the course of the year
- this is a council document ,so your elected members will need to adopt this report as if it were any other part of the annual report.

This is the minimum requirement. Your local authority may include more information about progress towards community outcomes in their annual reports if it believes that the information adds value for the audience.

4.3.2 What Good Practice Might Look Like

This largely depends on the nature of the community outcomes process and document, as well as on how the council has reflected the community outcomes in its own planning documents. There is, however, an initial decision to be made by the organisation regarding the relation of its reporting structure to the community outcomes.

This decision will normally result in one of the two following approaches.

- a. *Council reporting structure follows community outcomes* - some local authorities have chosen to align their reporting structure with the community outcomes, which makes it easier to integrate community outcomes progress reporting into council's annual report. A good example of this approach can be found in the Wellington City Council 2005/6 Annual Report. How the organisation and its financial system is structured will determine how easy or difficult this is to implement. An advantage of this approach is that 'it has the potential to embed strong and meaningful linkages between (your) activities and the community outcomes'⁶. A disadvantage of this approach is that 'the community outcomes may not completely align with your strategic goals. This could result in gaps in the performance information. Community outcomes may also vary in the extent to which they are specific enough to allow for meaningful alignment with the performance information.
- b. *Council reporting structure is independent of the community outcomes structure* - other local authorities have chosen to retain their own reporting structure and show links between their groups of activities and the community outcomes, which in some instances have also adopted the local authority's strategic vision. This requires more work to demonstrate the links between the groups of activities and the community outcomes, but does mean that council's reporting structure and the community outcomes have flexibility to move independently over time.

⁶ Office of the Auditor-General, 2007, 'Report of expert reviewers on changes between the 2004-14 and 2006-16 Long Term Council Community Plans', pp 26-27. The full report is available on the OAG website, www.oag.govt.nz

Community outcomes contribution addressed in a separate section of council's annual report	VS	Community outcomes contribution addressed within relevant groups of activities information in the annual report
<u>Advantage:</u> readers looking for council's contribution to the community outcomes can find this information in one place.		<u>Advantage:</u> readers looking for information about how a particular council service is contributing to community outcomes find this information easily.
<u>Disadvantage:</u> more difficult to get a feel for the contribution to community outcomes being made by different parts of council.		<u>Disadvantage:</u> community outcomes contribution by council is difficult to view as a whole.
Make reference to community outcomes monitoring and reporting aspects that are outside council's own contribution	vs	Limit information to aspects relating to council's contribution to community outcomes.
<u>Advantage:</u> provides the reader with full context for reporting on council's contribution to community outcomes (it's okay to reference the rest of the community outcomes, without including actual results or progress updates).		<u>Advantage:</u> draws a very clear distinction between community outcomes and council's service provision. Also requires less work.
<u>Disadvantage:</u> if not clearly explained, there is potential to confuse readers between the community document and process (outcomes) and council documents and process (LTCCP/annual reports).		<u>Disadvantage:</u> may lack context for readers if only part of the community outcomes picture is mentioned.

There are no right or wrong answers to this question – what is fit for purpose for your community is something you have to determine. But this is one of the monitoring and reporting arrangements you have to arrive at with the community (as far as is practicable to do so).

Some of the other decisions regarding community outcomes reporting in annual reports are outlined below, with some advantages and disadvantages for consideration. Again, decisions need to relate to what best suits each community outcomes document/process and your own local authority.

Appendix 4.1 contains examples of local authorities that have included community outcomes in their 05/06 annual reports. This is not an exhaustive list, but should provide food for thought when considering how to approach this for your own annual reports.

4.4 The Three-Yearly Community Outcomes Report

4.4.1 The Requirements

Section 92 requires that all local authorities must:

- monitor and report on the progress made by the community towards community outcomes, and
- seek agreement to the monitoring and reporting procedures from the other agencies that were identified in the outcomes process, including the incorporation of any research or monitoring undertaken by those agencies.

These requirements mean that:

- although your local authority has the final obligation to monitor and prepare the three yearly report, the process is more of a community owned product
- your elected members need not formally adopt the report in the same way that they would adopt an annual report
- this report will not be audited in the sense that LTCCPs and annual reports are
- community involvement in the process means that there will inevitably be some degree of negotiation around the techniques used to monitor and report (for example the selection of indicators).

4.4.2 What Good Practice Might Look Like

The Ideal Result

If the three yearly report is done well, then key stakeholder groups would:

- feel shared ownership of the community outcomes
- see the collaborative approach as being the natural way of working, and would want to be involved
- know what part they play in the process, and what role others play, including the council
- be part of determining responses, then implementing them via their own planning processes.

Similarly the community as a whole would:

- know what the outcomes are and why they are important
- be able to gain some idea of how much progress has been made towards achieving community outcomes
- know the content is both physically accessible to them and user friendly
- be better engaged. They would know where to go to find out more information and how to be a part of evaluation and update processes if they wanted to.

Some Principles for Good Practice

Your community is likely to expect the following from the community outcomes process:

- the outcomes are a fair representation of what the community wants the future to look like
- that stakeholder organisations and groups are all working towards achieving the outcomes
- that they will periodically be told how what progress has been made towards achieving the outcomes, and

- that the outcomes will be periodically revisited and updated.

Based on this the monitoring and reporting process would:

- be coordinated by local authorities, but would be a collaborative process between all agencies that influence the results
- be an agreed process with agreed timelines. There would be an ongoing cycle of report, evaluation, plan, do, report.

Community outcomes reports would:

- include a written multi-agency report to the community, at least every three years following sign-off of the community outcomes
- not necessarily be limited to a single report
- be 'fit for purpose' - tailored to suit the audience in terms of content and format
- be accessible to the audience, both physically and content-wise
- be useful and meaningful, particularly for key stakeholders, but also for the community generally
- contain information that was:
 - timely – not too out of date to be relevant or useful
 - robust – reliable, neutral information that has been responsibly interpreted
 - relevant to the specific community outcomes for the city, district or region.
- fairly represent the work and views of all stakeholders, and
- meet the LGA requirements.

Levels of Monitoring and Reporting

You and your community may need to undertake two different levels of monitoring – at the outcome level and at the action level.

Outcome level requires reporting on indicators and other ways of measuring progress towards the community outcomes. This level enables you to determine whether or not your community has achieved its desired outcomes. This is the level at which the statutory requirement is pitched.

Action level will require some sort of status update on how far along the responsible agency is in completing each action. There can be a lot of information in the action status updates, so reporting on them may be different for different audiences, for example:

- a few key actions might be reported as case studies within the community-level report, or
- status updates on all actions might be reported within the key stakeholders' report, with some process of evaluation and update of the actions following on from this.

Exactly what monitoring you undertake, and to what degree will depend on the approach that you and your community took during the development of the community outcomes. While all outcomes documents have information that must be monitored at outcome level, many outcomes documents have some mix of outcomes, goals/themes and projects/ actions that may lead to other monitoring. Some community outcomes documents include implementation plans, listing actions that different agencies agreed to implement to help achieve the community outcomes. These outcome documents will also need to be monitored at action level. This level of monitoring is a supplement to outcome level reporting, not a replacement for it.

This points to the need to consider what monitoring and reporting arrangements will be necessary as you and your community are going through the process of identifying the outcomes.

It may be useful to compile status updates on actions more frequently than the full community outcomes progress report, possibly even an annual process that could feed into the annual planning of key stakeholders.

If considering including actions in your next community outcomes process, you need to find some way of:

- formally acknowledging which agencies will lead and contribute to which actions
- ensuring agencies identified as able to lead or contribute to any mitigating actions are part of the agreement process – actions cannot be allocated unilaterally
- making sure agencies incorporate agreed actions into their own planning processes and work programmes
- enabling agencies to lead actions, rather than just do them themselves (that is ensuring collaboration across agencies, not just working in silos on the actions each has agreed to lead)
- implying causal links between actions and outcomes.

4.4.3 Three Yearly Reporting – Some Practical Considerations

Techniques

There are a number of ways to talk about progress at an outcome level. Indicators are just one of them.

- it's best to mix it up to tell the story, not just focus down on statistics because that's easy and they're available
- we do need to ensure we are telling the whole story, not just the good stories
- progress at an outcome level normally deals with data that focuses on why we are doing things rather than specific service performance data. For example, looking at crash rates in the city/district, rather than numbers of safety campaigns run by a particular agency.

Appendix 4.2 contains some further ideas about monitoring and reporting techniques and when you might employ them.

Skill Sets

Community confidence in the reporting process will be maximised if the results are interpreted by people with the expertise to do so. This expertise may require skills not present in many local authorities, but resident in other agencies. The more collaborative the outcomes process, the easier it will be to draw on this expertise. Specific research skills may need to be brought in for a specific period of time to assist with this work.

Your local authority's main role in this process is that of coordinator and facilitator – helping to make it easy for other agencies to be fully involved in the process. Along with project and relationship management, these are probably the key skill sets councils need to provide to the process.

Establishing What Your Report Should Look Like

There is no prescriptive best way of reporting progress against community outcomes. It depends entirely on the community outcomes process and resulting document. Each reporting group needs to determine what will work best for their audience.

However, it is also worth going through a few simple questions to determine what shape your report might take. There won't necessarily be a one size fits all report, you may want to provide a couple of different reports for different audiences. As with other decisions, your local

authority will need to consider the level of resources available, but must also attempt to secure the agreement of the other organisations in the process.

So, questions that might be useful (asked in this order) are:

1. *Who do you want to report to?* For example, community, stakeholders, Council.
2. *What do you think are the best communication tools for that audience?* For example, two pages in local newspaper for a couple of weeks in a row might work best for reporting to your community, or a little booklet might work best - you know your own audiences better than anyone else.
3. *How much information should you include in this particular report?* Should it just be results and interpretation, with a commitment to responses to those results being developed and communicated later. Or it may include fully thought out responses that have been formally agreed to – note that this will require more time, so your report will get to its audience later than if you don't include responses.
4. *What are the options for presenting information that will work best for this particular report?* For example, photos, maps, narratives/stories, case studies, hard data etc. Refer to Appendix 4.2 for some ideas in this area.

Also note that:

- responses in reports can include personal responses, that is what you can do to contribute to this outcome over the next three years
- when deciding what tools to use, and what measures to use, it is useful to ask yourself questions such as how would my mother know this had been achieved?

Appendix 4.3 contains a list of websites containing community outcomes reports.

4.4.4 Three Yearly Community Reporting – Some Further Thoughts

Keep in mind that:

- community outcomes are high-level, long term and iterative. It's an evolving process – so it's okay to track where you are now and then make a plan for getting where you want to go
- keep it all as simple and real as possible, this shouldn't be an academic exercise
- it's the stakeholder process that really holds the value
- there are real benefits to be gained from regional collaboration and information / knowledge sharing. It's worth thinking about the timing of the regional and city/district reports to avoid confusion for the community from a number of reports being produced at the same time
- outcomes reports need to capture the localness, that is get the right amount of relevance for local communities though if there are local outcomes (eg neighbourhood plans) then the community outcomes report wouldn't necessarily drill down to local issues / perspectives under the community outcomes umbrella
- when developing the community outcomes, give some thought to how you will monitor and report on them – don't leave it until later. It'll be much harder then
- community outcomes reports aren't normally going to be bestsellers, just make them as accessible and interesting as you can.

4.5 Some Approaches to Monitoring

4.5.1 Aligning Community Outcomes Monitoring with Other Requirements

There are a number of different legislative monitoring and reporting requirements placed on local authorities. It is well worth the effort to try and align measures and monitoring for different processes wherever possible. The RMA (state of environment) and LGA (community outcomes) monitoring and reporting processes are two that many local authorities have identified as potentially benefiting from alignment. Some are planning to combine the community-level of state of environment reporting and community outcomes reporting into one monitoring and reporting process – resulting in one 'state of the city/district/region' report.

The key to this alignment is establishing the primary audiences for various reports, as this will determine the pitch and level of detail required in each. The next section provides further information to help you align your monitoring.

4.5.2 Cross Boundary Collaboration

Some local authorities and central government agencies have developed fora to enable them to work together across territorial boundaries to progress their local community outcomes. In most cases this has tended to be a regional collaboration effort, but sub-regional approaches have also been taken.

Some examples of regional approaches are:

- *Southland, Taranaki, Hawke's Bay*: where regional community outcomes documents were developed, with resultant regional monitoring and reporting
- *Waikato*: MARCO – the monitoring and reporting community outcomes group attached to Choosing Futures Waikato. This was one of the earliest collaborations between agencies and has a separate website containing much useful information for community outcomes monitoring and reporting. Local community outcomes documents exist for cities and districts in Waikato.
- *Bay of Plenty*: Community Outcomes Bay of Plenty (COBOP) started in mid-2005 and also draws together agencies involved in separate local community outcomes processes. This network of local authorities and central government agencies consists of a governance group, a working group, a monitoring and reporting sub-group and various other fixed-life sub-groups created as needed to focus on specific actions that contribute to progressing community outcomes.

Benefits identified by those who have entered into some form of collaborative network in relation to community outcomes monitoring and reporting include:

- the opportunity to share analysis and interpretation
- the opportunity to develop shared agreement to responses to community outcomes monitoring results – although each agency continues to be responsible for including agreed responses into their own planning processes
- efficiencies in data collection and storage, particularly for:
 - obtaining data from central government agencies – all local authorities in the region making one request rather than separate requests
 - options to store the region's data in one place, rather than each council creating systems to hold similar data
- relationships built through regularly meeting and working together enable bridging of natural tensions across our different
 - objectives and goals

- geographic boundaries
- monitoring and reporting timeframes
- existing collaborations (such as growth management strategies).

The process of gathering and interpreting results and agreeing responses each agency will take, is where the real value lies. This works best as an ongoing process, not just a 3-yearly report and collaboration between agencies and across your region makes this a whole lot easier.

4.5.3 Ongoing Data Management

Work continues to enable the provision of central government statistics in a single location, primarily via Statistics New Zealand's website. This will benefit both data providers, by reducing requests for data, and councils preparing reports, by enabling them to focus on getting good interpretation of the data, telling the stories, and on developing responses to the results. Appendix 4.4 provides a list of websites currently providing statistics that may be useful for community outcomes monitoring and reporting.

THINGS TO REMEMBER: MONITORING AND REPORTING COMMUNITY OUTCOMES

1. The purpose of community outcomes monitoring is to make people aware of where the community (city, district or region) is at, to inform the right debate and to provide a catalyst for change where required.
2. There are two quite different requirements to monitor and report on community outcomes: the obligations to report annually on the results of any monitoring your local authority has done and the obligation to report on progress at least once every three years.
3. There is no single right way to monitor and report on community outcomes progress. You need to consider the local community outcomes process and document, as well as what will work best for your community. The best time to think about this is as you and your community are working through the identification of outcomes.
4. The monitoring requirements in the annual report is a council document and focuses on the contribution your local authority is making to the achievement of community outcomes. The three yearly report is a community document that focuses on overall progress.
5. Collaboration across territorial boundaries and between stakeholder agencies is well worth the time and effort to set up the networks. Relationships built through this process will also benefit other processes that involve agencies working together.
6. Community outcomes reports aren't going to be best sellers. Make them accessible to the target audience and focus energy on the stakeholder processes around them. Determining what each partner should do in response to the results, and ensuring your local authority delivers on its commitments is more important than any number of glossy reports.

Further Reading and Helpful Resources

Office of the Auditor-General, 2007. *Matters Arising from the 2006-16 Long-Term Council Community Plans, OAG Parliamentary Paper and Report of Expert Reviewers on Changes Between the 2004-14 and 2006-16 Long Term Council Community Plans.*

The appendices contain a number of other useful examples of good practice and other resources to help with monitoring and reporting community outcomes.

Appendix 4.1: Websites for Councils that Reported on Community Outcomes in 2005/06 Annual Reports

This is not an exhaustive list but is included to provide some examples for reference.

1. Environment Canterbury: www.ecan.govt.nz
2. Environment Bay of Plenty: www.ebop.govt.nz
3. Christchurch City Council: www.ccc.govt.nz
4. Kaipara District Council: www.kaipara.govt.nz
5. Porirua City Council: www.pcc.govt.nz
6. Auckland Regional Council: www.arc.govt.nz
7. Napier City Council: www.napier.govt.nz

Appendix 4.2: Some Techniques for Outcomes Reporting

Technique for Reporting	What it is	Advantages (when to use it)	Examples	Limitations
Photos	Visual representation	<ul style="list-style-type: none"> • Works well when you have tangible results to show. • High impact. 	Auckland Regional Council – air pollution http://www.arc.govt.nz/arc/environment/	
Case studies	Reporting on actions or programmes, eg healthy homes	<ul style="list-style-type: none"> • Highlights positive results, can be inspirational. • Good for success stories. • Personalises the information. • Evaluative. • Can be replicated. 	Orange County 2007 Community Indicators Report: http://www.ocgov.com/pdf/2007CIPReport.pdf Wellington City Council – 2005/06 Annual Report www.wellington.govt.nz	
Anecdotes / interviews <i>(Informal)</i>	Personal stories	<ul style="list-style-type: none"> • Highlights positive results and can be inspirational. • Good for success stories. • Personalises the information. 	'My Hamilton' website http://www.myhamilton.org.nz/index.asp?PageID=2145825013	
Narratives <i>(Formal)</i>	Interpretation or analysis of data, story telling	<ul style="list-style-type: none"> • Provides easily understood information in relation to complex data or results. • More digestible for the reader, especially for community reporting. 	The Changing Face of Manukau Report 2004 http://www.manukau.govt.nz/uploadedFiles/manukau.govt.nz/Publications/Plans_&_Policies/changing_face_of_manukau.pdf	

Technique for Reporting	What it is	Advantages (when to use it)	Examples	Limitations
Indicators-non-perception	Measuring trends over time	<ul style="list-style-type: none"> • Have an impact – hard to ignore facts. • Enables comparisons / benchmarking if required. 	<p>Ministry of Social Development – The Social Report http://www.socialreport.msd.govt.nz/</p> <p>Waikato District Health Board – Health Needs Assessment http://www.waikatodhb.govt.nz/wdwb/default.asp?Content=1073</p> <p>The Quality of Life Project – Quality of Life Reports http://www.bigcities.govt.nz/</p> <p>Choosing Futures Waikato MARCO Group – Data Analysis Report http://www.choosingfutures.co.nz/files/WaikatoRegionCommunityOutcomesDataAnalysisReport.pdf</p>	Difficult to gain the full story without accompanying narrative.
Indicators - Perception	Measuring expectations and satisfaction over time.	<ul style="list-style-type: none"> • Help to capture community opinions and attitudes. • Useful for: <ul style="list-style-type: none"> - Measuring behavioural changes - 'Unpacking' issues - Comparing against non perception data – to check perceptions vs reality (and enable identification of appropriate response). • Enables comparisons / benchmarking if required. 	<p>The Quality of Life Project – Quality of Life Reports (Quality of Life Survey) http://www.bigcities.govt.nz/</p> <p>Environment Waikato – Environmental Awareness, Attitudes and Actions, 2006: A Survey of Residents of the Waikato Region http://www.ew.govt.nz/publications/technicalreports/tr0706.htm</p>	Can be more easily brushed off or dismissed than the facts.

* These can be presented as figures, tables, maps, graphs etc.

Appendix 4.3: Websites that Contain Existing Community Outcomes Reports

City / District / Region	Community Outcomes Document		Community Outcomes Report	
	Link to Document	Document Date	Link to Report	Report Date
Taranaki Region	www.trc.govt.nz	March 2004	http://www.trc.govt.nz/publications/publications/future.htm	April 2006
Palmerston North City	http://www.creatingourfuture.co.nz/	September 2005	http://www.creatingourfuture.co.nz/files/PN%20Community%20Outcomes%20Monitoring%20Report.pdf	September 2006
Waikato Region (MARCO Group)	http://www.choosingfutures.co.nz/files/Choosing_Futures_Waikato_-_Regional_Community_Outcomes_November_2005_FINAL_.pdf	November 2005	http://www.choosingfutures.co.nz/files/WaikatoRegionCommunityOutcomesDataAnalysisReport.pdf	March 2007 NB: this is a data analysis report, not a community outcomes report.
Taupo District	http://www.taupodc.govt.nz/CommunityOutcomes/	May 2005	http://www.taupodc.govt.nz/NR/rdonlyres/EA927B4D-355B-489F-A4BC-1B278598259E/43098/Top20Report.pdf	April 2007 (2 nd report) NB: this is a Top 20 report only.
Manukau City	http://www.tomorrowmanukau.co.nz/	Re-published in 2006	http://www.manukau.govt.nz/uploadedFiles/manukau.govt.nz/Publications/Plans_&Policies/changing_face_of_manukau.pdf	2004
South Waikato District Council	http://www.swktodc.govt.nz/community/outcomes/outcome_stmts.asp	As at July 2006	http://www.swktodc.govt.nz/community/outcomes/draft_SOD_report.asp	November 2006
Wanganui District	http://www.wanganui.govt.nz/publications/policies/OutcomesWanganuiDistrict.pdf	December 2003	http://www.wanganui.govt.nz/publications/research/CommunityOutcomesMonitoringReport2007.pdf	February 2007

Appendix 4.4: Websites that Contain Potentially Useful Community Outcome Indicator Data

1. Statistics New Zealand – Regional Stocktake:
<http://www.stats.govt.nz/statistics-by-area/regional-stocktake.htm>
2. Quality of Life Project:
<http://www.bigcities.govt.nz/>
3. Economic Development Agency of New Zealand – Proving It:
<http://www.provingit.org.nz/>
4. Choosing Futures Waikato:
<http://www.choosingfutures.co.nz/index.asp?pageID=2145845111>
5. Ministry of Social Development – The Social Report 2006:
<http://www.socialreport.msd.govt.nz/>