

## Community Development Framework Policy (2000)

Minute Number: 511/00

---

1. That the Community Development Framework, be adopted.
2. That the four key strategies identified in the Framework namely:  
  
To build a sense of community by:
  - 1) Celebrating who we are
  - 2) Building a sense of belonging through increased participation in community activities  
Creating opportunities for:
  - 3) Access to knowledge, information and resources
  - 4) Access to a safe and healthy lifestyle.  
become the primary focus for Community Development activities at Manukau City Council.
3. That the business reviews currently on hold, be abandoned and the “position papers” be prepared on the respective issues.
4. That future direction for services or aspects of services, be defined through “position papers”. The recommendations of these position papers to be implemented through the business review process.
5. That the implementation plan outlined in Section C of the Framework, namely:
  - Organisational realignment
  - Local customisation
  - Community Driven Initiativesbe implemented over the next 3-5 years subject to Annual Plan approval.
6. That the following addition be added:
  - Change Principle  
Building partnerships with credible service providers and building capacity within community groups to provide these services
7. That the Community Development Framework be reviewed in 2003 or sooner if considered necessary, to ensure its relevance.

# COMMUNITY DEVELOPMENT FRAMEWORK

Building stronger, healthier communities  
where people feel a sense of belonging and  
well-being

**Minute No. 511/00**  
**Last Updated: 11 July 2000**

# CONTENTS

## **Executive Summary**

### **A. Philosophy**

- ❖ Vision and Values
- ❖ Why the need for a Community Development Framework?
- ❖ Current philosophy and practice

### **B. COUNCIL'S INVOLVEMENT**

1. Celebrating who we are
2. Increased participation in community activities
3. Creating opportunities for access to knowledge, information and resources
4. Creating opportunities for access to a safe and healthy lifestyle

### **C. IMPLEMENTING THE FRAMEWORK**

- ❖ Changing our Approach
- ❖ Local Solutions
- ❖ Partnerships/Alliances

## Executive Summary

The purpose of this document is to review the Council's role in community development to ensure its relevance for the future.

Over the past 25 years Manukau City has had a strong commitment to pro-active community development. The aim has been to help communities achieve a quality of life, and to meet needs which would otherwise not be met because of limited resources within the fast-growing Manukau region. Our city's economy is booming, and is growing at almost double the rate of the rest of the country, but economic growth alone is not enough to bridge the ever-growing gap between the haves and the have nots.

The Council's role so far has mainly been in providing services directly to the community, with a secondary role as an advocate, funder, advisor and information provider.

We now wish to shift this focus to one of helping communities and groups to manage themselves, with Council as an "enabler" rather than a direct provider. The Council would be at arm's length to the services it encourages and advocates for. This change will take place gradually, and at a pace that meets community expectations.

We define Community development as:

*"Building stronger, healthier communities where people feel a sense of belonging and well-being."*

There are four ways we try to achieve this:

### **To build a sense of community by:**

- ❖ Celebrating who we are.
- ❖ Building a sense of belonging through increased participation in community activities.

### **Creating opportunities for:**

- ❖ Access to knowledge, information and resources.
- ❖ Access to a safe and healthy lifestyle.

In order to achieve our goal the Council is gradually redirecting its existing services. A number of options are being considered, as outlined in a series of position papers. Once we decide on the changes we wish to make, the business review process will draw up plans to carry out the changes.

The decisions will be guided by the following principles. The Council will:

1. Identify which services it wishes to be involved in and commit to the best possible delivery of these services.
2. Identify which services (or components of services) we do not wish to be directly involved in, and develop plans to withdraw from those areas.
3. Look for local responses to local issues, and help community organisations come up with their own solutions and services
4. Work with other agencies and the private sector to address problems, in particular with health and education.
5. Balance consultation with action.

The Council's future role in the four strategies will be:

### **Strategy One: *Celebrating Who We Are***

#### *Role*

- ❖ Catalyst and facilitator of artistic expression and arts and cultural development.
- ❖ Preservation and interpretation of heritage.

### **Strategy Two: *Increased Participation in Community Activities***

#### *Role*

- ❖ Catalyst and facilitator of community activity and partnerships.

### **Strategy Three: *Creating Opportunities for Access to Knowledge, Information and Resources***

#### *Role*

- ❖ Provider of selected information/knowledge services.
- ❖ Catalyst and facilitator and advocate of information/knowledge partnerships.

### **Strategy Four: *Creating Opportunities for Access to a Safe and Healthy Lifestyle***

#### *Role*

- ❖ Provider of selected leisure facilities and programmes.
- ❖ Advocate – providing a strong voice on behalf of the Community.


### **How We Will Achieve This**

1. *Changing the Way We Operate by Using*
  - ❖ Position papers
  - ❖ Business reviews
  - ❖ Ideas and proposals from the community
2. *Encouraging Local Decision -Making*

Residents of Manukau identify primarily with their local community. The challenge for the Council is to identify which issues are 'local' and to develop ways of enabling local decision-making on these issues.

3. *Building New Partnerships / Alliances*

It is unrealistic to expect that Council to effectively implement the four strategies on its own. It will need to work with other agencies and groups to achieve its community development goals.



## A. Philosophy

### *Vision and Values*

Manukau City has a richly diverse character with people from 142 cultures living within the region. There is great affluence, but also a large number of low income areas. People on low incomes need help to raise their quality of life and to get access to services and facilities, which can so much enrich their lives. Manukau City Council has adopted a pro-active, hands-on approach to helping its residents achieve their goals and have access to quality of life facilities.

Our approach was outlined initially in the Strategic Direction Document released in 1996. This document followed two-years of consultation with the community, to identify a vision and set of values for the city. These provide an appropriate introduction to this Community Development Framework.

The following is what we distilled from that consultation process:

#### **OUR CITY VISION**

Manukau – Face of the Future – Vibrant, Diverse, Unique.

#### **OUR CITY VALUES**

##### **Tolerance**

- Accepting differences in cultural beliefs and lifestyles

##### **Democracy**

- Opportunity for people to participate in decision making

##### **Equity**

- Equality of opportunity
- Equality of access to public resources
- Equality of outcomes involving targeting resources to some groups according to need

##### **Self - Determination**

- Encouraging people to be responsible for meeting their own needs, and the needs of their families

##### **Partnership**

- Partnership between the citizens, communities, organisations and Council

Those values are very similar to the values espoused by Manukau City Council's Vision and Mission Statement:

### **The Council Vision**

Leading the way in serving the people of Manukau

### **Council Mission**

Manukau – dedicated to people. Working together for development and progress.

### **Council Values**

The following values provide the basis of how Council conducts its business:

- *Partnership* – Between elected members, staff and the community and with Tangata Whenua
- *Accountability* – To the community
- *Communication* – Within Council and with the community
- *Service* – To our customers
- *Diversity* – Reflecting and celebrating Manukau's diverse community
- *Caring for Staff* – Creating opportunities for people to develop
- *Innovation* – Being trustworthy, honest and fair
- *Integrity* – Demonstrating trust, honesty and fairness

### *Why a Community Development Framework?*

Manukau City Council, as with most other units of local government in New Zealand, is undergoing fundamental change. Until the early 1990s we largely focused on providing basic services such as waste collection, libraries, pools, park and roading maintenance. In recent years the city has seen tremendous growth, and a big increase in demand for new roads and improved water services. The Council has had large costs putting in the infrastructure to meet constantly rising demand for water and transport services. In practical terms, the only way to pay for those essential new services would be large rate increases, but the Council is determined to keep rates rises to a minimum. As a result there has been less money to fund community services.

The Council has had to make choices about what services it can afford to fund.

In this context, it is timely to revisit the Community Development policy. This Draft Framework represents the first stages in that process.

### *Community Development in the Context of City Development*

Manukau City Council defines four components of strong, suitable communities, namely:

- Economic Development
- Community Development
- Environmental Management
- Governance

Activity in one area should not occur without considering the implications and trade-offs in others. The outcomes in each area form part of a continuum and Council is developing and refining this integrated approach which has now extended to working jointly with Central Government and businesses on important issues.

The term “community” is used to such an extent that it has lost much of its meaning. However, because of the wide use of the term it is important to define what it means to Council so there is clarity as we move forward.

The Treaty of Waitangi provides a statutory context to models/views of this community development continuum.

A Maori paradigm regarding community and its development can be considered in the fostering and maintenance of relationships through the Treaty of Waitangi.

*The first Maori King, King Potatau Te Wherowhero said “Kotahi te kohao o te ngira. e kuhu ai te miro ma, te miro whero, te miro pango. A muri i au kia mau ki te aroha, ki te whakapono, ki te ture”. “There is but one eye of the needle through which the white, the red and the black threads must pass. After I have gone, hold fast to love, to faith and to the law.”*

Frank Benest (1999) provides a useful definition of community as “*Physical and social context in which people feel security and support because they belong to something larger than themselves.*”

The key components include:

- ❖ Sense of belonging/well-being
- ❖ Sense of roots/history/tradition
- ❖ Feeling of place
- ❖ Appropriate physical layout
- ❖ Sense of identity/differentiation
- ❖ Inclusiveness
- ❖ Diversity
- ❖ Self responsibility
- ❖ Safety and security
- ❖ Face to face interaction
- ❖ Sharing of knowledge

#### *Current Philosophy and Practice*

We define Community development as:

*“Building stronger, healthier communities where people feel a sense of belonging and well-being.”*

There are four ways we try to achieve this:

**To build a sense of community by:**

- ❖ Celebrating who we are.
- ❖ Building a sense of belonging through increased participation in community activities.

**Creating opportunities for:**

- ❖ Access to knowledge, information and resources.
- ❖ Access to a safe and healthy lifestyle.

*The key themes in Manukau City Council's community development philosophy have remained relevant and relatively constant through changing personnel and political mixes for the past 25 years. These are:*

- ❖ Communities define their own problems and issues and work together to find solutions.
- ❖ People are important, as is their potential to contribute to the community.
- ❖ Communities are diverse in their aspirations, needs and wants and require responses that reflect that.
- ❖ "Public good" activities are important in helping to develop strong communities. ("Public good" activities are defined as those in which individual benefit cannot be clearly determined e.g. community safety, community parks).
- ❖ Aim to maximise human potential and increase self-reliance of communities and individuals rather than increase dependency. Some communities may need additional support during the initial stages of development to build their capacity to help themselves.
- ❖ The wider community benefits when segments of the community (including the less fortunate) have improved well-being or quality of life.
- ❖ Equity of opportunity to access resources, knowledge, information and services is valued.
- ❖ Communities have life cycles and actions may vary according to the stage in the lifecycle of the community.
- ❖ Local Government is the primary institution focused on the development and enhancement of communities in this context.

A key assumption in this document is that investment of public money and effort in improving community facilities, and the quality of life in Manukau, is worthwhile, and will generate a social return. To a large degree, consultation with the local residents has revealed agreement with this view.

In order to achieve this goal the Council is gradually redirecting its existing services. A number of options are being considered, as outlined in a series of position papers. Once we decide on the changes we wish to make, the business review process will draw up plans to carry out the changes.

The decisions will be guided by the following principles. The Council will:

**1) Identify which services Council wishes to be involved in (existing and future) and to commit to 'best value' delivery of these services.**

*Guidelines:*

- Pursue activities which address "public good" issues and those not readily addressed by the private sector or other providers such as community organisations or not-for-profits.
- Invest in areas that will provide a long term social return and better trained workforce (e.g. literacy, targeted programmes for at risk groups such as youth at risk of leaving school with no formal qualification, or capacity building of community organisations).
- Shift the emphasis towards "prevention rather than cure", and address root causes rather than treating symptoms alone (e.g. healthy lifestyles rather than illness).

**2) Identify which services (or components of services) we do not wish to be directly involved in and make plans to withdraw through the business review process.**

*Guidelines:*

- Identify activities that Council does **not** provide best value to the community by being directly involved in (e.g. provision of programmes, which are more effectively supplied by the private market place or by community providers)
- Identify activities that could be more effectively supplied by other providers such as not for profits (e.g. trusts) or community organisations.

**3) Local responses for local issues**

*Guidelines for action:*

- Customise responses for local issues for geographic communities, communities of interest and communities of need.
- Strengthen mechanisms that allow this to happen (e.g. greater devolution of decision making to the local level, such as Community Boards or resourcing of community organisations to run selected facilities/programmes)
- Analyse long term trends and respond to those rather than to passing changes of fashion
- Support for decision making must be based on good information.

**4) Work collaboratively with other agencies and the private sector to address significant social issues such as health and education.**

- Support and further develop joint approaches with central government to achieve an integrated approach to addressing issues. (e.g. recognising programmes of worth from all sectors and resourcing them through joint planning and budgeting)
- Facilitate community investment by businesses and the private sector generally.

**5) Balance consultation with action**

Guidelines for action:

- Strengthen Council's ability to take a leadership role in responding to and addressing issues, which affect the city.
- Consider practical steps to overcome problems (e.g. the high percentage of school leavers leaving school without formal qualifications)
- Establish on-going monitoring programmes to avoid the need for one-off research and to aid in the understanding of trends.
- Encourage a "can do" attitude.

**6) Recognise and reaffirm Council's existing values but acknowledge its changing role in the future.**

Guidelines for change:

- Identify the preferred direction for services via a series of position papers.
- Refocus Council's role as an 'enabler' rather than a direct provider.
- Use business reviews as a mechanism for change, where considered necessary, in implementing preferred direction for services.
- Explore creative ways of funding new initiatives and supporting local initiatives for change.

**7) Build partnerships with credible service providers and build capacity within community groups to provide these services**

Guidelines for action:

- Greater focus on capacity building of communities and groups to manage themselves and local services e.g. Trusts, local contracts.
- Support 'start ups' and community partnerships which are generally assisted to independence. Independent groups may still be funded through partnership arrangements.

*Implementing the Strategies*

The following section outlines detailed ways of putting into practice the strategies identified earlier, after taking into consideration the principles discussed above.

For each strategy, the following has been identified:

- ❖ Outcomes
- ❖ Stay In
- ❖ Proposed Changes

### **Strategy One: Celebrating Who We Are**

Council's Future Role

- ❖ Catalyst and facilitator of artistic expression and arts and cultural development.
- ❖ Preservation and interpretation of heritage.

*Outcomes*

- ❖ Increased accessibility to public art, creative activity and events.
- ❖ Enhanced heritage protection and understanding.
- ❖ City Icons created.
- ❖ Increased private sector investment in arts and heritage.
- ❖ Enhanced Maori creative expression and identity.
- ❖ Enhanced Tagata Pasifika and multicultural identity.

*Stay In*

#### **Arts**

- ❖ Facilitation of:
  - Exhibitions
  - Performance
  - Events/Festivals
  - Public Art
  - Multi media activity
  - Arts funding and support of funding bodies (e.g. CNZ)
- ❖ Support to partners e.g. Toi O Manukau, Pasifika Arts and Manukau
- ❖ Selected arts facilities (purpose built)
- ❖ Selected Halls
- ❖ Arts Cluster development

#### **Heritage**

Resourcing the preservation and interpretation of:

- ❖ Written heritage
- ❖ Oral history
- ❖ Heritage buildings
- ❖ Collections/museums (e.g. Howick Historical Village)
- ❖ Places (e.g. Otuataua Stonefields)
- ❖ Cultural traditions/knowledge
- ❖ Associations (e.g. with places)
- ❖ Visual (e.g. views of volcanic cones)

## *Proposed Changes*

### **Arts**

- ❖ Reduce role in direct provision of subsidised classes.
- ❖ Support Community management/ownership of services/facilities where appropriate (e.g. community partnerships, trusts, contractors).
- ❖ Increase role of Council in facilitation/advice/arts development.
- ❖ Decrease role in facility management.
- ❖ Refocus the role of Nathan and Massey Homesteads as Heritage properties.
- ❖ Target arts grants to more specific uses (e.g. support to emerging talent).
- ❖ Increase resourcing of selected community celebrations, exhibitions, performance and forms of cultural expression.
- ❖ New purpose built arts venue in Mangere to compliment Fisher/Pakuranga Community and Cultural Centre in the East.

### **Heritage**

- ❖ Resource the implementation of the Cultural Heritage Protocol.

### **Strategy Two: Increased Participation in Community Activities**

#### Council's Future Role:

- ❖ Catalyst and facilitator of community activity
- ❖ Catalyst and facilitator of community partnerships

#### *Outcomes*

- ❖ Strong groups and organisations active and effective in the community.
- ❖ Public and private organisations work together to solve problems.
- ❖ Local communities resourced to deal with their own issues (capacity building).

#### *Stay In*

##### Capacity building activities, in particular:

- ❖ Seeding support to new groups (including grants).
- ❖ Provision of technical and other advice.
- ❖ Supporting well run groups that already add value to the community.
- ❖ Advocacy for local communities.
- ❖ Provision of facilities where group/clubs activity can occur.
- ❖ Community Facilities Partnership Scheme.
- ❖ Continued support for Treaty Partnership
- ❖ Continued support for existing partnerships where considered relevant e.g.
  - Manukau the Health City
  - Safer Manukau Council
  - Counties Manukau Health Council
  - Toi O Manukau
  - Pasifika Arts O Manukau
  - Community Houses
  - Citizens Advice Bureaux
  - Pacific Islands Advisory Committee
  - City of Manukau Education Trust
  - Injury Prevention Programme
- ❖ Facilitate new partnerships, which assist in addressing significant issues.

### *Proposed Changes*

- ❖ Refocused Community Advisory Roles, in particular:
  - Greater variety of providers (in-house, community based, other e.g. business)
  - Selected geographic coverage only
  - Increased 'technical' advisory function, e.g.
    - Management advice to clubs/organisations
    - Arts development
    - Facilitation of business investment in the community
    - Maori development issues/Treaty Partnership
    - Pacific peoples development issues
- ❖ Formalise seeding support process for partner groups.
- ❖ Refocus community funding programme to target capacity building activities (e.g. resourcing potential partners).

### **Strategy Three: Creating Opportunities for Access to Knowledge Information and Resources**

#### Council's Future Role:

- ❖ Provider of selected information/knowledge services
- ❖ Catalyst and facilitator of Information/Knowledge Partnerships
- ❖ Advocacy

#### *Outcomes*

- ❖ Equitable access to knowledge, information and resources.
- ❖ Improved literacy.
- ❖ Knowledgeable citizens.
- ❖ Skilled workforce.
- ❖ Greater participation in local decision making.
- ❖ Strong effective advocacy by Council and others on behalf of Manukau Communities.

#### *Stay In*

- ❖ Advocacy – being a strong voice for the people of the City.
- ❖ Assisting advocate partners e.g.
  - City of Manukau Education Trust
  - Counties Manukau Health Council
- ❖ "Information" services e.g.
  - Libraries
  - CABx
  - Call Centre
  - Community advice
- ❖ Central Government partnerships e.g. MOE, Schools.
- ❖ Private/public partnerships (e.g. internet provision in libraries).

### *Proposed Changes*

- ❖ Integrated approach to information services e.g.
  - linked Council database including CABx
- ❖ Greater emphasis on libraries as information centres, centres for lifelong learning, and access points for technology such as internet.
- ❖ On line books.
- ❖ Partnerships with information providers – within Council facilities.
- ❖ Customised local approaches.
- ❖ New libraries provided at City Centre and Botany area.
- ❖ Improve monitoring capacity to enable more effective advocacy.

- ❖ Central Government/Local Government partnership projects implemented.

#### **Strategy Four: Creating Opportunities for Access to a Safe and Healthy Lifestyle**

Council's Future Role:

- ❖ Provider of selected leisure facilities and programmes
- ❖ Advocate and supporter of advocacy partnerships

#### *Outcomes*

- ❖ Opportunities created for a safe and healthy lifestyle through:
  - Provision of facilities and services
  - Supporting agencies and programmes which encourage healthy lifestyles and safer communities (e.g. Safer Manukau Council)
- ❖ Increased participation in healthy, active lifestyles.
- ❖ Maximum utilisation of existing facilities.
- ❖ Trends monitored, understood and acted upon.

#### *Stay In*

- ❖ Park, Pools and Recreation facilities – provision, planning, development (within niche area).
- ❖ Recreation and pool programmes – ensure provision (maybe by others).
- ❖ Advocacy and monitoring trends.
- ❖ Supporting groups which advocate on behalf of the community e.g.
  - Counties Manukau Health Council
  - Injury Prevention Programme
  - Manukau the Healthy City
  - Safer Manukau Council
  - Counties Manukau Sports Foundation
- ❖ Libraries (Leisure component)
  - Targeted programmes
- ❖ Housing for the Elderly.

## *Proposed Change*

### **Parks**

- ❖ Maintenance/development fully contracted to private sector.
- ❖ Management of network by mix of public/private/partnerships and volunteer.
- ❖ Growth in network size related to city growth.
- ❖ Greater emphasis on increased utilisation of sportsfields e.g. through all weather surfaces, improved capacity of surfaces to sustain greater use.
- ❖ Redefine acquisition process.

### **Facilities**

- ❖ Explore options for management of existing Recreation Centres, pool facilities and arts centres through contracts and partnerships.
- ❖ Look for opportunities for community ownership and provision of existing facilities.
- ❖ Explore alternative options for developing new facilities (e.g. 50m pool).
- ❖ New facilities provided in growth areas.

### **Programmes**

- ❖ Greater emphasis on improving uptake for programmes for improving healthy active lifestyles and education (incl. libraries).
- ❖ Explore opportunities for alternative provision of programmes and new and innovative programmes.
- ❖ Funding of targeted externally-sourced services.

### **Advocacy and Monitoring**

- ❖ Greater understanding and targeting of non-users of facilities/programmes.
- ❖ Improved indicators, monitoring and understanding of impact of advocacy effects.

## C. Implement the Framework

Creating strong, sustainable communities is an inclusive, multi faceted process. No one component can stand in isolation. The primary question to be addressed is “How can Council add value to the community development process”? The following section outlines initiatives, which are seen as essential for Council to implement in order to deliver the four strategies identified earlier. These initiatives are as follows:

1. *Changing the Way We Operate*
2. *Encouraging Local Decision Making*
3. *Building New Partnerships/Alliances*

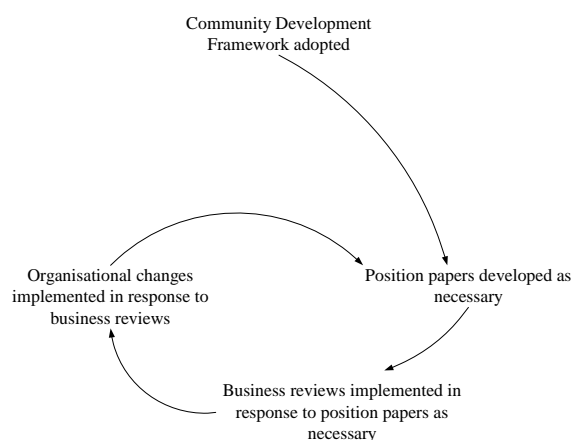
### 1. Changing the Way We Operate

This framework advocates a continuation of the process gradual, managed organisational change. This change will see an alignment of Council’s services and process to the strategies outlined in this document. The primary mechanisms for implementing this change will be as follows:

- ❖ Position Papers
- ❖ Business Reviews
- ❖ Community Driven Initiatives

#### *Position Papers*

A primary mechanism of organisational change will be on-going development of position papers, which will be considered by Council. These papers will examine trends and issues within selected areas of activity and will seek to ensure that services remain current and that future spending, for example on new leisure facilities, is effectively directed to activities that will remain relevant. These papers will also identify possible new activities for Council involvement in the future. They will be research based and should generally be 2-4 month projects from inception to adoption. They will drive the change process along the lines, shown in Figure One.



## Business Reviews

One of the aims of this framework is to provide clear direction for Community Development business reviews (refer table one below). Position papers will achieve this clarity by further defining the future direction of services as outlined in this document.

**Table One : Organisational Change Guidelines**

a. Activity	Future Approach
<i>Policy/Planning and Contract Management</i>	<ul style="list-style-type: none"> <li>- Future core of Council.</li> <li>- Aspects of service delivery relocate in core where relevant as different delivery models implemented.</li> </ul>
<b>Leisure Services</b> <i>- Pools Provision</i>	<ul style="list-style-type: none"> <li>- Continued implementation of the Pools Strategy.</li> <li>- Council as 'owner' of a pools system within a defined niche throughout the City (25m, splash, learn to swim).</li> <li>- Partnership with city centre pool development</li> <li>- Partnership with schools.</li> </ul>
<i>Pools Programmes</i>	<ul style="list-style-type: none"> <li>- Explore options for alternative delivery of programmes and facility management.</li> </ul>
<i>Recreation Centres</i>	<ul style="list-style-type: none"> <li>- Council as owner of a selected range of subsidised recreation facilities throughout the city.</li> <li>- Explore options for alternative delivery of programmes and facility management.</li> </ul>
<i>Parks</i>	<ul style="list-style-type: none"> <li>- Council as 'owner'/manager of parks system (passive and active) for the city.</li> <li>- Explore local options for alternative management.</li> <li>- All maintenance contracted to market.</li> </ul>
<i>Arts Facilities</i>	<ul style="list-style-type: none"> <li>- Nathan and Massey Homestead to be revamped and managed as heritage buildings which can be used as arts venues.</li> <li>- Retain OMAC.</li> <li>- Uxbridge refocused as Community Centre.</li> <li>- Fisher Gallery/Pakuranga Community and Cultural Centre managed as single facility.</li> <li>- New purpose built Arts facility in Mangere as per "Mangere Arts Needs Assessment".</li> </ul>
<i>Arts Programmes</i>	<ul style="list-style-type: none"> <li>- Focus on Arts and Cultural Development (non-facilities based).</li> <li>- Investigate alternative provision models.</li> <li>- Classes/programmes supplied by others.</li> <li>- Support to emerging talent.</li> </ul>
<i>Halls</i>	<ul style="list-style-type: none"> <li>- Seek community opinion as to the future of each local Hall (status quo, sell, manage differently) and implement findings.</li> <li>- Recognise heritage value.</li> </ul>

<b>Information/Life Skills</b> <i>Information Centres/Libraries</i>	<ul style="list-style-type: none"> <li>- Council owned and managed library system.</li> <li>- Best value practices implemented.</li> <li>- Partnerships within facilities for information provision including technology options.</li> <li>- Partnerships with schools and other providers in the community.</li> </ul>
<i>CABx</i>	<ul style="list-style-type: none"> <li>- Continued support for CAB, niche provision of specialist advice.</li> <li>- Linked databases.</li> </ul>
<i>Community Houses</i>	<ul style="list-style-type: none"> <li>- Further local customisation.</li> <li>- Local decisions about future provision of houses local in communities.</li> </ul>
<b>Community Services</b> <i>Community Advisory</i>	<ul style="list-style-type: none"> <li>- Increased focus in quality 'Technical' advice in specialist areas.</li> <li>- Local geographic coverage where considered relevant by local community.</li> </ul>
<i>Community Funding</i>	<ul style="list-style-type: none"> <li>- Greater focusing of grants (e.g. emerging talent) policy reviewed.</li> </ul>
<i>Miscellaneous Community Facilities</i>	<ul style="list-style-type: none"> <li>- Continued subsidised tenancies to relevant groups who meet criteria.</li> </ul>
<b>Other</b> <i>Counties Manukau Health Council</i>	<ul style="list-style-type: none"> <li>- Continued support as an advocate partner. (Subject to government reforms)</li> </ul>
	<ul style="list-style-type: none"> <li>- Council review of relationship issues.</li> <li>- Retain commitment to the Healthy City concept.</li> </ul>
<i>Education Trust</i>	<ul style="list-style-type: none"> <li>- Continued support decreasing over a 5 year period from 2001/2002.</li> </ul>
<i>Safer Manukau Council</i>	<ul style="list-style-type: none"> <li>- Continued partnership with Central Government.</li> </ul>
<i>Manukau Memorial Gardens</i>	<ul style="list-style-type: none"> <li>- Continued ownership by Council.</li> <li>- Explore alternative management and delivering options.</li> <li>- Ensure future viability through land purchase.</li> </ul>
<i>Housing for the Elderly</i>	<ul style="list-style-type: none"> <li>- Continued ownership of Housing for the Elderly units.</li> <li>- Upgrade to industry standards over 10 year period.</li> <li>- Explore options for local partnerships and management if relevant.</li> <li>- Realign entry criteria to accommodation supplement.</li> </ul>

### *Community Driven Initiatives*

The third driver of organisational change will be the community itself. Any change initiative requires a significant trigger to shift from the status quo and Council is no exception to this. Council, in association with the community, will explore local change initiatives, which contribute to the strategies identified in this framework.

### *Organisational Realignment Initiatives*

1. Replace the relevant KRAs with the four strategies in this framework document.
2. Use the guidelines in this framework (table one) as a basis for position papers to guide future direction of services.
3. Utilise position papers as a planning tool for the future. These papers to examine services, or aspects of services, as necessary and replace major strategic and/or business reviews if practicable.
4. Review this framework as considered necessary or in three years, whichever comes first.
5. Continue the process of strengthening the inter-relationships between Community and Economic Development and Environmental Management to achieve an integrated approach to community development.

## **2. Encouraging Local Decision Making**

Most residents of the greater Manukau City identify primarily with their local community and in some cases their local neighbourhood. Frequent references in Council's literature have identified the need to develop local solutions for local areas. The challenge for Council is to determine which issues are best resolved locally and which issues require a broader perspective.

### **Initiatives**

1. Explore options for greater devolution of responsibilities to Community Boards regarding local issues.  
Develop a position paper on what constitutes 'local' issues within this context (some examples, Future of local Halls, miscellaneous community facility tenancies).  
Investigate the possibility of discretionary bulk funding to allow Community Boards to address local issues as prioritised by the Boards.
2. Explore options for local variation to the role of Community Advisors (e.g. greater use of 'local community' advisors plus increased technical focus).
3. Review grants funding with the view to increased targeting and further devolution to Community Boards.
4. Develop a policy position on selected local contracting for services where practicable (e.g. some local parks maintenance).
5. Greater customisation of branch libraries.

## **3. Building New Partnerships/Alliances**

It is unrealistic to expect that Council could effectively implement the four strategies outlined in this document on its own. It will be one player amongst many who are collaborating to build stronger, healthier communities.

At both the local and city-wide levels, there is a need for partnerships and alliances which focus on targeted issues to achieve the desired outcomes. There is much evidence that this is occurring already and many examples have been highlighted in this report.

## **Initiatives**

- ❖ Develop policy positions on the following:
  - Council/Community Group partnerships (e.g. Manukau the Healthy City, CABx etc) and how they will be managed in the future.
  - The feasibility of alternative models to manage 'public good' services which are likely to continue to be funded by Council in the future.
- ❖ Implement local management models for selected community services (e.g. Fisher Gallery model, Trusts).
- ❖ Further develop and implement projects associated with the City Strategic Co-ordination Group.
- ❖ Actively facilitate business investment in the community (includes non-financial investment).
- ❖ Investigate on an on-going basis the feasibility of additional partnerships with schools.

## **4. Conclusion**

This Framework reaffirms and redefines Council's commitment to community development. It has mapped out a change in strategy for the next three to five years, which, if implemented, will provide greater clarity and focus in Council's efforts in creating stronger, healthier communities.