

Framework for Council Community Collaboration Relationships and Partnerships (2002)

Minute Number: 519/02

STRATEGIC MANAGEMENT COMMITTEE MINUTES - 16 APRIL 2002

MINUTE NO. 519/02 COMMITTEE DECISION

1. That the Framework for Council/Community Collaboration, Relationships and Partnerships attached as Appendix "A"(see Supplement "A") be adopted.
2. That supporting documents be prepared for the following current partnerships pending a review on the most effective way of addressing health and safety issues across the city:
 - (i) Safer Manukau
 - (ii) Te Ora o Manukau/Manukau the Healthy City
 - (iii) Injury Free Counties Manukau
- (a) Current Memoranda of Understanding to be reviewed to determine roles, improved processes and the responsibilities involved from the partners by 30 June 2002 including liaison between elected members and partner group chairpersons.
- (b) Service Level Agreements/Contracts for service negotiated to be developed by 30 June 2002.
- (c) Relationship charters in place by 31 December 2002.

FRAMEWORK FOR COUNCIL/COMMUNITY

- **COLLABORATION**
- **RELATIONSHIPS**
- **PARTNERSHIPS**

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1. INTRODUCTION

The purpose of this paper is to provide guiding principles concerning Council's participation in community partnerships, to define the various categories of relationships that are involved and to recommend appropriate structures that provide for successful outcomes. This paper was prepared by:

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Table 1 on page six provides a summary of the types of relationships involved and gives guidelines to determine appropriate structures for current and future community partnerships.

The document, "Tomorrow's Manukau - Manukau Apopo, A Vision for Manukau into the Future 2001-2010", recommends strategies that involve partnerships and partnering. Council will be working with Central Government and its agencies, business and the community to achieve aspirations within "Tomorrow's Manukau", which cannot be achieved on its own.

Council has many existing and potential relationships with Community organisations ranging from collaboration, support and funder, to formal community partnerships involving accords, charters, memoranda of understanding and contracts for service.

For the purpose of this document, "partnership" is defined as:

"A mutually beneficial relationship between two or more entities".

In the Community Development context this implies a negotiated written agreement exists that:

- acknowledges the partnership;
- defines outcomes/nature of the relationship;
- determines what is 'success' in the partnership and the timeframe, the outcomes sought and risks to be managed/shared;
- shared commitment to achieving objectives;
- financial commitment with details and terms
- relationship with Hapu/Iwi consistent with Corporate Treaty Relationship policy.

Council is working closely with Mana Whenua (those Maori with cultural ties to the Manukau area by genealogy/whakapapa) to define and develop Treaty/Tiriti o Waitangi relationships. Included with this work is the development of a Treaty/Tiriti Policy Framework with Mana Whenua to formulate new policies that are Treaty/Tiriti responsive and to review Council's current policies and practices to meet Treaty/Tiriti responsibilities.

Effective collaboration involves partnerships where participants agree to work cooperatively towards shared goals. Council can empower a community to find solutions using the community's own values and processes. A prerequisite for effective partnership is creating an environment of trust where there is shared vision in a partnership framework that includes all the stakeholders.

The increased interest in partnerships provides potential for improved outcomes. An effective partnership provides a climate where the contributions of the partners are respected bringing benefits such as:

- better understanding of the issues being addressed;
- ability for community partner to build voluntary resources;
- better understanding by Council of the value of its commitment to the partnership;
- flexibility to deal mutually with changing circumstances;
- high level of trust with potential for reduced costs on specification/monitoring;
- services more aligned with community outcomes.

Collaboration between agencies, across levels of government and with the community, can result in reduction in costs for delivery of services, more timely and accurately gathered information and improved opportunities for achieving desired outcomes. In addition, more effective services can be provided because they are influenced by community input. Collaboration provides opportunities for effective integration of policy and delivery, and strengthening the support communities receive in building capacity. Examples of effective collaboration are:

- **Whole of Government Approach.**
The stakeholders being central government, local government and citizens working through community and voluntary organisations in facilitating participatory processes, which lead to:
 - empowering local communities to meet their goals through acquiring capacity building skills and resources;
 - providing for social cohesion where people with diverse backgrounds, cultures and experience achieve shared goals by building networks and associations based on trust, positive participation and interaction, co-operation and reciprocity.
- **Regional Initiatives.**
Manukau works with neighbouring Councils to develop and manage joint initiatives, such as the Auckland Regional Growth Strategy. Manukau also works collaboratively with a range of local organisations such as Counties Manukau Health Council, Safer Manukau Council, Injury Free Counties Manukau and Te Ora o Manukau – Manukau the Healthy City.

As a procurement option, Manukau is working with other local territorial authorities in the Auckland Region to develop the potential of forming a consortia for example, to bulk purchase library books where it is likely that significant savings will be made in the longer term while still retaining a quality programme for re-stocking our libraries with new publications. There are likely to be many more examples of this approach.

- **Inter-agency Collaboration.**
This includes Manukau's leadership in setting up the Manukau Strategic Co-ordination Group, which operates at a strategic level involving Chief Executive Officers and Senior Managers from Government and local agencies, tactical level with local Managers and Supervisors, and operational level with front-line staff.

Other examples of this collaborative approach include a partnership with Housing New Zealand Corporation to support the renewal project in Clendon.

- **Public/Private Sector Collaboration.**

There are many examples including the partnership with the Pakuranga Arts and Cultural Trust and the opening of te tuhi – the mark, an arts and cultural centre that has been publicly acclaimed for its new approach in providing for the local community and wider Manukau.

- **Community Development Framework.**

Council adopted the Community Development Framework at its meeting in April 2000 (Minute No. 511/00). The Framework provides a definition of community development as “Building stronger, healthier communities where people feel a sense of belonging and well-being”. The Framework outlines the following initiatives to deliver its strategies:

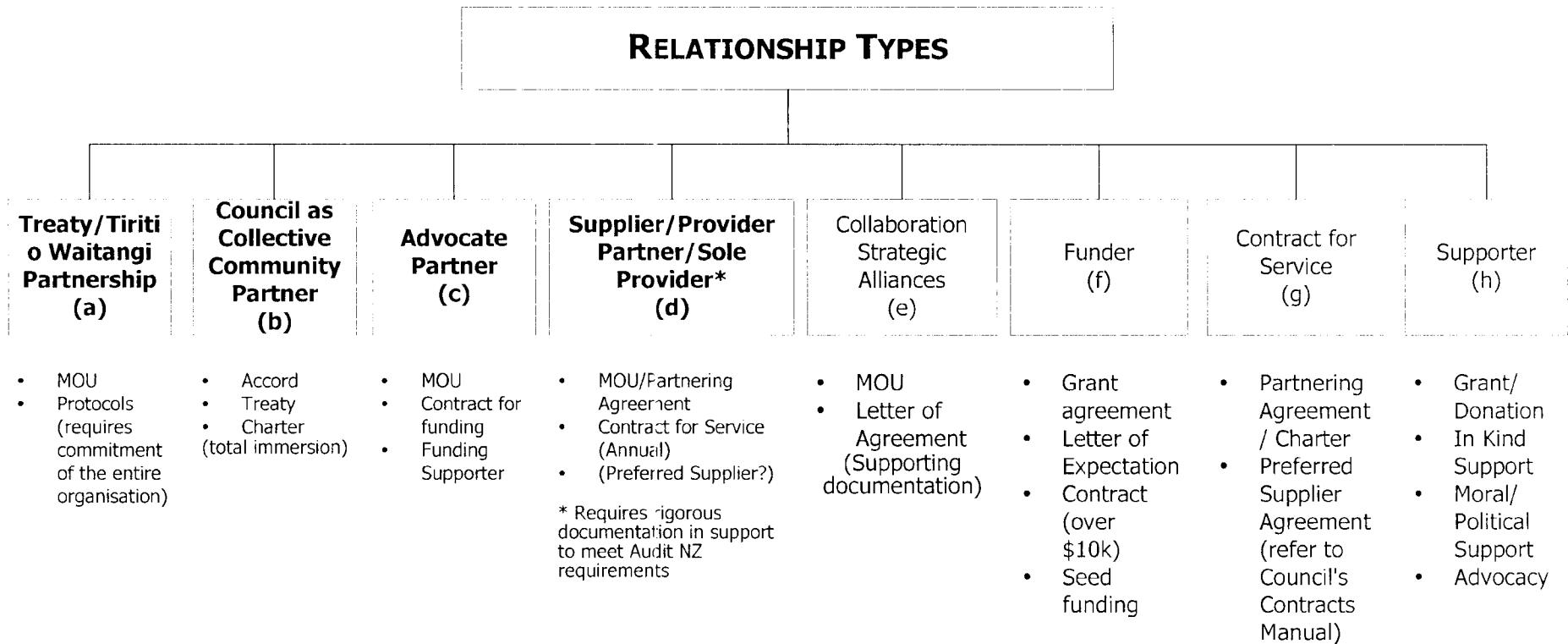
- Changing the way we operate (position papers and reviews).
- Encouraging local decision-making (devolution, contracting out services).
- Building new partnership alliances.
- Examine feasibility of alternative models to manage ‘public good’ services that are likely to continue to be funded by Council in the future.
- Implement local management models for selected community services.
- Further develop and implement projects associated with City Strategic Co-ordination Group.

The process of Council/Community collaboration provides for a range of options for the most suitable relationship type to achieve the desired outcomes for the City and guidelines are shown overleaf.

2. THE NEED FOR CLARITY OF RELATIONSHIP TYPES – TABLE 1

When is it a partnership?
When is it something else?

RELATIONSHIP TYPES



A6

Guiding Principles

- Tomorrow's Manukau
- Community Development Framework

Supporting Documents

- Trusts Policy
- Contracts Manual
- Council's Standing Orders
- Draft Non-Core Employment Policy

3 WHAT COUNCIL/COMMUNITY PARTNERSHIPS CAN ACHIEVE

realistic approaches to complex community issues;
promoting attainable community outcomes;
cost effective service provision;
building on existing networks and improving links;
promoting innovation through involving new groups, and seeking new solutions;
pooling resources e.g. knowledge, skills and money;
sharing risks (e.g. cost) and *benefits* (e.g. publicity);
providing strategic direction by negotiating a common perspective among different interests, and producing a comprehensive and co-ordinated response across agencies;
increasing interest and obtaining political support (and sometimes leveraging additional resources);
improved service delivery by tailoring services to better meet local needs;
improving outcomes e.g. through improved local service provision; increased local job creation; local employment training opportunities.

4 KEY POINTS

Council enters into Community Partnerships for the following reasons:

- Our commitment to the Treaty of Waitangi;
- Empowerment of community groups;
- Capacity building of partners;
- Council can't do it alone;
- Skills available in Partner organisation;
- Effective advocacy;
- Fits in with Community Development philosophy;
- Alternative method for provision of services;
- Demonstrated commitment to social, environment and economic outcomes;
- Collaboration is a preferred way of working including with Government agencies.

5 TYPES OF PARTNERSHIP

Whilst Council recognises the Treaty of Waitangi as the Pre-eminent Partnership, the relationships with Mana Whenua, development of new policies and review of existing policies and practices to meet Treaty/Tiriti responsibilities, are currently being developed by the Corporate Treaty Team.

(a) There are broadly four types of partnerships:

Treaty of Waitangi Partnerships:

- Mana Whenua/Kaitiaki issues related to partnership projects

Council as a Collective Community Partner with other agencies, contributing to a wider goal or project:

- Te Ora o Manukau/Manukau the Healthy City
- Safer Manukau Council
- Injury Free Counties Manukau (in association with Project Advisory Group)

Advocate Partners – groups/entities which advocate in areas that align to Council's and the City's strategic outcomes:

- Pacific Island Advisory Committee
- Counties Manukau Health Council

- City of Manukau Education Trust (COMET)
- Manukau Beautification Charitable Trust
- To some extent:
 - Te Ora o Manukau/Manukau the Healthy City
 - Safer Manukau Council
 - Manukau Community Charitable Trust (TRUST MANUKAU)
 - Manukau Enterprise and Employment Trust (ENTERPRISING MANUKAU)

Provider Partners – groups or entities that provide ‘public good’ services through a day to day working relationship with Council (some staff employed by Council):

- Individual Citizens Advice Bureau Incorporated
- Individual Community House Management Committee Incorporated
- Food in Schools (supporter)
- Health Promoting Schools
- Pakuranga Arts and Cultural Trust (te tuhi – the mark)
- Uxbridge Creative Leisure Centre
- Toi o Manukau
- Pasifika Arts o Manukau
- Manukau City Orchestra
- Manukau Enterprise and Employment Trust (ENTERPRISING MANUKAU)

(b) Issues

- “Partnership” has many and varied interpretations and requires clarification.
- There are complexities in Council’s relationships with partner organisations:
 - Some are legal entities and some not.
 - Council employs some staff, but not others.
 - Council owns some, but not all property.
 - Council provides administration support for most.
 - Some have direct relationship with the Council Specifier e.g. Counties Manukau Health Council (most with City Services).
- The need to clarify responsibilities and accountabilities.
- Managing the growth in the number of partner organisations and maintaining direction.
- Working with Central Government and its agencies, business and the community to achieve the aspirations within “Tomorrow’s Manukau”, which Council cannot achieve on its own.

Appendix 1 provides further details about issues with existing partners and current relationships.

(c) How Council manages its ‘Partnership/ Relationship’ Principles

- Each partnership is slightly different and requires some degree of customisation, however there are common issues.
- Need organisation role clarity through an operating agreement.
- Need process clarity.
- Clear understanding of benefits to all parties.
- Council’s role may vary in each partnership.
- It is important also to distinguish the partnership itself from the programmes and projects a partnership runs.

6. SUCCESS FACTORS

Common themes for successful Council - Community partnerships include¹

- Support from political arm of Council;
- ensuring there are sufficient ongoing resources and having realistic time frames;
- resources to manage staffing and co-ordination roles;
- demonstrating commitment from a senior level within all partner organisations;
- building and nurturing shared vision and trust;
- establishing shared, clear, flexible, and realistic objectives based on assessed needs, and developing strategies for achieving these objectives;
- supporting community partners to play a full role and valuing their contribution;
- adopting knowledge-based and learning-based frameworks;
- having organisational structures that support the partnership;
- maintaining a balance between flexibility and formal structures;
- having clear operating guidelines and agreed protocol for working together.

(a) Genuine partnerships meet challenging conditions with both partners working towards these by:

- participating equally as possible according to their capabilities;
- believing they will each gain by becoming a more valuable resource to the other;
- becoming more interdependent on the other and not seeking to maintain leverage over the other.

Council may need to offer assistance to the community organisation to allow the above to happen and time for experience to evolve.

(b) Successful partnerships require:

Clarity

- about matters covered by the partnership;
- agreement to share responsibility and what this will mean within the respective organisations;
- the appropriateness of entering the partnership.

Commitment

- To the consequences of a partnership approach and staying with this approach even in difficult times;
- Adequate and sustainable resourcing.

Clear Allocation of Responsibilities and Risk

- both partners clear on who is responsible and for what in their own organisation;
- responsibilities allocated according to strengths of each partner and their comparative advantages in expertise;
- clear process for sharing and managing risk such as variations from agreed budgets/ timetable and with performance shortfalls.

Performance

- The arrangement should include appropriate benchmarks, performance indicators or other means to measure outcomes;
- These indicators to be agreed in advance.

¹ Sourced from models of community-government partnerships and their effectiveness in achieving welfare goals, published in 2000 by the Ministry of Social Policy

Recognition of Differences

- Understanding by the partners of their differences.
- The community organisation recognising the Council needs to act for the whole community and that the Council operates under legal and organisational constraints, which may delay quick action or prevent flexibility.
- The Council to recognise the different values, cultures and resource capabilities of community organisations.

Appendix 2 outlines key factors that can help produce successful community partnerships during development, implementation and in maintaining ongoing sustainability. Sometimes local partnerships do not work well and Appendix 2 also describes factors that can reduce partnerships' effectiveness.

7 RELATIONSHIP GUIDELINES

The following section outlines guidelines for each of the relationship types identified in Table 1 above.

Relationship Type

(a) Treaty of Waitangi Partnerships

Current Relationships

- Mana Whenua/Kaitiaki issues related to joint projects.

Outcomes

- Defined and developed Treaty/Tiriti o Waitangi relationships that are responsive and meet Treaty/Tiriti responsibilities.

Possible Documentation

- Memorandum of Understanding
- Protocols

Guidelines

Commitment

- By definition this type of relationship requires commitment of the entire organisation to an agreed set of principles, course of action or set of values.

Protocols

- Clear protocols should be agreed regarding support in kind.

Consider Alternatives

- Council is committed to working closely with Mana Whenua and developing Treaty/Tiriti relationships.

Equity of Commitment

- The level of commitment amongst signatories will be high.

Review and Evaluation

- Undertaken by Council's Treaty/Tiriti Team

Relationship Type

(b) *Council as a Collective Community Partner*

Current Relationships

- Te Ora O Manukau/Manukau the Healthy City
- Safer Manukau Council
- Injury Free Counties Manukau

Outcomes

- A co-ordinated approach amongst signatory partners in respect of an issue or community outcome. The expectations and objectives should be clearly understood prior to entering this type of relationship.

Possible Documentation

- Treaty
- Charter
- Memorandum of Understanding
- Protocols

Guidelines:

Commitment

- By definition this type of relationship implies total commitment of part or the entire organisation to an agreed set of principles, course of action or set of values. For this reason, this type of relationship should be entered into with caution after a detailed consideration of the possible implications with respect to strategic alignment and other issues such as resource capability to commit to a long term arrangement.

Protocols

- Clear protocols should be agreed regarding support in kind. In current examples of this relationship type, Council's contribution to the partnership is to provide employment for the executive staff (e.g. Healthy City office) which presents challenges in regard to lobbying of Councillors, autonomy from Council Policy and other issues.
- As a general rule, the Chairpersons of the respective groups should undertake lobbying and advocacy to the political arm of Council.

Consider Alternatives

- Consider collaborative arrangements with selected agencies and groups aimed at targeted issues or projects as an alternative to formal charters, which are binding in the long term.

Equity of Commitment

- The level of commitment amongst signatories may vary. Inequitable arrangements can cause problems in the long term. Other signatories may be important for their 'symbolic' value.

Review and Evaluation

Targeted issues and projects examined in relation to outcomes meeting Council's Strategic Objectives, aspirations within "Tomorrow's Manukau" and the continuing financial contribution by Central Government.

Relationship Type

(c) *Advocate Partner*

Current Relationships

- Pacific Island Advisory Committee
- Counties Manukau Health Council
- City of Manukau Education Trust (COMET)
- Manukau Beautification Charitable Trust
- To some extent:
 - Te Ora o Manukau/Manukau the Healthy City
 - Safer Manukau Council
 - Manukau Community Charitable Trust (TRUST MANUKAU)
 - Manukau Enterprise and Employment Trust (ENTERPRISING MANUKAU)

Outcomes

- A strong articulate voice for the City in areas that are not perceived as “Core: Council business e.g., Health, Education, Housing.

Possible Documentation

- Memorandum of Understanding
- Partnering Agreement
- Contract for Funding
- Funding Support

Guidelines:

Commitment

- There is a need to be independent from Council, to monitor and lobby at political level, and they have this ability through their executive committees.

Protocols

- Requires day-to-day management with staff appointed in conjunction with Council staff and an external partner committee, and objectives set externally.
- The Chairperson undertakes lobbying, public statements and signing of reports.
- Ensure alignment of organisational values, approach and public statements.
- Philosophical alignment vs ‘editorial’ independence.

Equity of Commitment

- Council presently charges full overhead costs to the Healthy City and Safer City programmes, including management time in employment issues, not only for direct supervision, but widely across human resources and other areas.
- Council as a seed funder for a prescribed period of time.
- Ongoing administrative support including the post establishment phase.

Review and Evaluation

Linked to Council’s decision to have a strong voice outside its “Core Business”.

Relationship Type*(d) Supplier/Provider Partner/Sole Provider***Current Relationships**

- Individual Citizens Advice Bureau Incorporated
- Individual Community House Management Committee Incorporated
- Food in Schools (supporter)
- Health Promoting Schools
- Pakuranga Arts and Cultural Trust (te tuhi - the mark)
- Uxbridge Creative Leisure Centre
- Toi o Manukau
- Pasifika Arts o Manukau
- Manukau City Orchestra
- Manukau Enterprise and Employment Trust (ENTERPRISING MANUKAU)

Outcomes

- The community benefits from a “public good” service, often subsidised, which it may not otherwise get.
- Council is not directly involved in the provision of the service in accordance with its desire to work with the community provider.
- Council as a funder and client on behalf of the community.

Possible Documentation

- Contract for service between Provider and Council (usually Annual).
- Memorandum of Understanding.
- Partnering Agreement to define nature of the ongoing relationship.
- Preferred supplier (requires rigorous supporting documentation to meet Audit NZ requirements).

Guidelines:*Commitment*

- Services contracts rely on Council’s Annual Plan for continuity of funding.
- Consider unique role of partner organisation requiring recognition of large commitment to a particular programme, e.g. arts and culture, and willingness for a long term and enlightened relationship with Council.

Protocols

- Some preferred suppliers to Council have a unique role requiring a Memorandum of Understanding for a reasonably long period in recognition of the special nature of the relationship. There is need for comfort and assurance in the relationship.

Consider Alternatives

- A preferred supplier to Council is not locked in long term and Council can look for other providers as a market check, i.e. value for money.

Equity of Commitment

- Council provides a large annual financial input requiring contract performance measures and reporting by the partner organisation.
- The provider partner gives a unique service that requires a long term commitment from both parties.

Review and Evaluation

Performance Reviews in relation to Council’s Strategic Objectives

Relationship Type

(e) *Collaboration/Strategic Alliances*

Current Relationships

- Ministry of Social Development initiatives, e.g. Positive Ageing, Partnering with Communities for Community Development and Social Cohesion.
- Ministry of Health e.g. Intersectoral Initiatives for Improving the Health of Local Communities.
- Housing New Zealand Corporation/ Manukau City Council partnership involving, for example, Healthy Housing and Clendon Renewal Project.
- Manukau Institute of Technology/Manukau Leisure Services at Otaru Leisure Centre.
- Strategic Co-ordination Group.

Outcomes

- Improved relationships between all parties.
- Jointly targeted initiatives.

Possible Documentation

- Memorandum of Understanding.
- Letter of Agreement with supporting documentation.

Guidelines:

Commitment

- Better participatory processes around development and making policies.
- Improved resourcing and accountability.
- Strengthening the community sector.

Protocols

- Improved consultation processes required between Central Government, Council, local Iwi and community organisations.
- Include Iwi and community in policy processes and decision making.

Equity of Commitment

- Integration of different perspectives.
- Changing mindsets.
- Improved understanding of “well being” and how it may be achieved.

Review and Evaluation

Examine achievement of Council’s Strategic Objectives and aspirations within “Tomorrow’s Manukau”.

Relationship Type*(f) Funder***Current Relationships**

- Discretionary Grants, Donations and Sponsorship – distribution to communities
- Social Investment
- Regional Grants
- Business Incentives
- Community Waste Initiatives

Outcomes

- Enhanced value to the community with recipients of funds developing their activities in a sustainable manner towards self-reliance.

Possible Documentation

- Grant agreement
- Letter of Expectation
- Contract where the grant exceeds \$10,000 (excluding GST)
- Seed funding

Guidelines:*Commitment*

- To make funds available to communities as a way of assisting in the achievement of equity across the City, enhancing cohesion and empowering, while facilitating community and economic development and environmental sustainability. Regional Grants provide for a wider contribution beyond the City boundaries to assist Manukau communities.

Protocols

- Provide grants, donations and sponsorship with emphasis given to projects and activities that are consistent with Council's Strategic Priorities.
- In some cases this will mean the allocation of higher funding to fewer recipients to achieve expected outcomes.

Equity of Commitment

- Equality of outcomes, access and opportunity by targeting resources to communities according to need.

Review and Evaluation

Annual review of benefits received by the community

Relationship Type*(g) Contract for Service***Current Relationships**

- Howick Volunteer Coastguard
- Pohutukawa Coast Sea Rescue Trust
- Smiths Locksmiths Manukau City Brass
- Manukau City Concert Band
- Wiri Centre (Sisters of Mercy)
- Papatoetoe Intermediate School (public use of library after hours)

Outcomes

- The community has a “public good” service that it might not otherwise get.
- Council is not involved in providing the service.

Possible Documentation

- Memorandum of Understanding
- Partnering Agreement /Charter
- Preferred Supplier Agreement

Guidelines:*Commitment*

- Requires inclusion in Council’s Annual Plan for continuity of funding.
- Consider contribution by community organisations to cultural and social well being in the City.

Protocols

- Contractor usually not locked in long term.

Consider Alternatives

- Council can look for other providers or decide to support different services.

Equity of Commitment

- The Council supports a community service that benefits the provider and the wider community.

Review and Evaluation

Annual performance review

Relationship Type*(h) Supporter***Current Relationships**

- Events sponsorship
- Mainstreet projects
- Heritage Assistance
- Community Grants

Outcomes

- Enhanced value to the community by way of support of the Council

Possible Documentation

- Grants/donations
- In kind support
- Moral political support
- Advocacy

Guidelines:*Commitment*

- Relies on Annual Plan funding under Discretionary Grants, Donations and Sponsorship in supporting events and projects that enhance the image of the city and encourage participation.
- Written or oral support from Elected Representatives and/or Executive of Council.

Protocols

- Meet the requirements of Council's policies for distribution of Community Funding.

Equity of Commitment

- Targeting of resources to communities.

Review and Evaluation

Annual review of benefits received by the community.

8. RECOMMENDATION

That supporting documents be prepared for the following current partnerships pending a review on the most effective way of addressing health and safety issues across the city (see Appendix 2 for background):

- Safer Manukau
 - Te Ora o Manukau/Manukau the Healthy City
 - Injury Free Counties Manukau
- (a) Current Memoranda of Understanding to be reviewed to determine roles, improved processes and the responsibilities involved from the partners by 30 June 2002 including liaison between elected members and partner group chairpersons.
 - (b) Service Level Agreements/Contracts for service negotiated to be developed by 30 June 2002.
 - (c) Relationship charters in place by 31 December 2002.

9. CONCLUSION

It is acknowledged that time and patience are needed to build successful relationships and partnerships as many of the outcomes sought require a long-term approach. Realistic resourcing and on going committed funding are essential, and there is a need to ensure value for Council's contribution by programmed review with a means of exit in place should this be necessary.

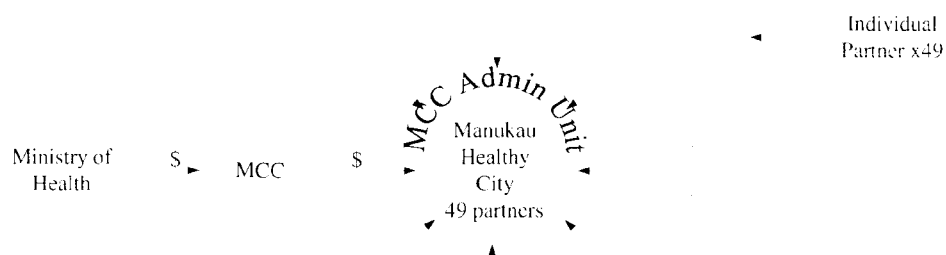
There are many types of relationships and ideally partnerships should gradually progress to "arms length" where the degree of "managerial autonomy" of the partners increases as the relationship develops into a full contractual or other arms length arrangement (capacity building model). As partnerships grow, the non-Council partner should be given "editorial autonomy" with the right to lobby Council recognised and the ability to speak to Central Government and other agencies supported.

Strong communities evolve from people working together to achieve common goals and building relationships that generate the elements communities need to support their development. These elements include shared understanding, trust, mutual action, genuine concern for other people, sense of unity and networks of support. By participation, co-operation and partnerships, communities can build capacity, promote a diversity of responses to issues and develop long term solutions.

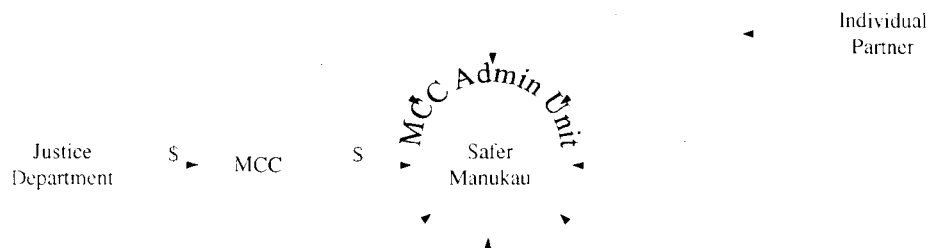
APPENDIX 1

Issues with existing partners/current relationships

- Partnership where Council is signatory to a multi-agency programme and Council provides the employment systems, office space and acts as the entity to manage funding. Council employees provide administrative functions to the partnership and there is a need for protocols about advocacy and lobbying.
- When looking at the partnership “Te Ora O Manukau/Manukau the Healthy City” the following is a diagrammatic representation of the structure:



- Manukau City Council is one of the 49 partners, but also provides the administrative function with funding under contract for a set term from the Ministry of Health at 50% and annual financial allocation from Council of 50%.
- Similarly the situation for “Safer Manukau”, involving a contract with the Justice Department, is as follows (50/50 financial input):



Injury Free Counties Manukau has a three-year contract with Ministry of Health providing all the funding for the programme, including employment of two coordinators by Council and sub contract with Puukaki ki te Aakitai, the Maori component of the programme.

A Programme Advisory Group, of appointed members from external agencies, works with the co-ordinators and collectively contributes to injury free projects, and monitors the performance.

Consultation with advocacy partners

Safer Manukau

(Shared funding MCC/Justice Department)

Members of Safer Manukau are currently reviewing their structure and strategy for the next three years. They are looking to retain current links with Council. A new relationship document (Manukau City Council/Safer Manukau) would be appropriate to define roles and responsibilities.

Te Ora O Manukau/Manukau the Healthy City

(Shared Funding MCC/Ministry of Health)

Have requested that the existing Advocate Partner model continue. The formation of a Trust is not an option at this stage as the members of agencies within the charter represent their parent body rather than themselves as individuals. The best model suited to the current partnership is to provide advice and co-ordination, where the collective opinions of the representatives are formed and advocated in a number of directions, i.e., central government, local government or at independent agencies. A new relationship document needs to be developed to define roles and responsibilities.

Injury Free Counties Manukau (Totally externally funded)

Similar situation as above for Te Ora O Manukau/Manukau the Healthy City. The Project Advisory Group has requested an improved definition of the current partnership with MCC and clarification of the status of the co-ordinators. A new relationship document would be appropriate to define roles and responsibilities.

APPENDIX 2

Factors that support partnerships to work effectively²

People

- Strong leadership, and involving senior members of partner agencies
- Partners who are committed to, and actively involved in, shaping and implementing the strategy and in undertaking practical projects
- Community representation in the partnership particularly when drawn from the population whose needs the partnership hopes to address
- Community partners are supported to play a full role in the partnership e.g. provided with childcare and transport assistance to attend meetings
- Appointment of a paid co-ordinator to support the establishment and management of the partnership, programmes and projects

Commitment to achieve Common Goals

- Shared vision on what the partnership is aiming to achieve
- Clear identification of needs to be addressed to ensure the partnership focuses on real issues and on achieving tangible outcomes
- Negotiation of a common strategy and agenda for action with one of the first projects addressing an immediate, achievable need that has been identified by the community
- Flexibility to respond to new or recently revealed needs
- Commitment of mutual resources and co-operation to obtain new resources

Operating Environment

- Clear roles and responsibilities with a sharing of risk (e.g. resources) and benefits (e.g. publicity/recognition)
- Ability to build on existing collaborative work and relationships
- A spirit of innovation to see new solutions to problems
- An environment of trust and respect with good, respectful working relationships, and transparent and participative decision-making
- Organisational structures which support the partnership e.g. efficient, accountable, and transparent administrative structures and the use of sub-committees, working groups, project teams etc
- A knowledge-based approach is taken where action is guided by evidence and evaluations are undertaken to assess what works best for whom, and under what circumstances
- Resources are committed on the basis of positive evaluations as this builds and sustains commitment
- The partnership is supported by the macro-environment e.g. legislation and government/local government policy

² Sourced from models of Community – Government partnerships and their effectiveness in achieving welfare goals, published in 2000 by the Ministry of Social Policy.

Timeframes and Resources

- Realistic timeframes as time and patience are needed to build a partnership, and many of the outcomes sought take time to achieve
- Realistic resourcing with on-going and committed funding

Factors that hinder partnerships from working effectively³

Partnerships do not always work effectively. Developing and maintaining a strategic direction is a challenge for the large-scale partnerships. Other factors that threaten partnerships working effectively are:

People

- Lack of skills needed to help the partnership function smoothly (e.g. management, negotiation, financial control)
- No strategy or commitment to manage disparities in power, knowledge, expertise, and resources available to partners; or the diversity in their values, interests, and working styles
- Front line staff are not supported to act in a way that reflects the partnership spirit
- Partnership excludes the community sector, grass-roots community

Commitment to achieving Common Goals

- Lack of clear direction, and the interventions undertaken focus on 'guessed' needs
- Partners are unwilling or unable to adapt their cultures and ways of working in response to community needs and preferences
- The partnership does not achieve what it set out to do
- Some partner's commitment wanes

Operating Environment

- Disputes over definitions of partnerships
- Failure to network with other partnerships and providers
- Unclear divisions of tasks or responsibilities
- Lack of collaboration between agencies
- High costs in establishing the partnership, complex organisational frameworks, and high transaction costs
- Onerous monitoring and accountability procedures
- Involvement in the partnership over-stretches resources of partner organisations (particularly community and small business)
- There are legislative or local government policy constraints

Timeframes and Resources

- Short time-scales, with insufficient time to establish the partnership, and for results to be achieved
- Insufficient resources and ongoing funding

³ Sourced from models of Community – Government partnerships and their effectiveness in achieving welfare goals, published in 2000 by the Ministry of Social Policy.