

***“Act Locally,  
Work Regionally”***

**Wednesday April 28<sup>th</sup> 2010 from  
9:30am—1:30pm  
The Zone, Greenlane Christian Centre  
17 Marewa Road, Greenlane**

## **Regional Communities Forum 28 April 2010**

### **Workshop Format and Helpful Background Information**

#### **Welcome!**

This Regional Forum is an opportunity to discuss how communities and community development organisations might begin to work regionally. The Regional Forum is in two sections:

1. Discussions about working regionally and Auckland Community Development (ACDA) (see pages 2-5)
2. Discussions about the proposed Social Policy Forum (SPF) (see pages 6-10).

Included in this Information Pack is the DRAFT Terms of Reference for ACDA and a short summary of the proposed SPF and some community responses to date. Workshops are offered for each of these sections. Note takers for each group will be provided – however we ask that each group nominate its own facilitator. In theory we have a room filled of skilled community facilitators on hand!

ACDA will collate the responses from the workshop and circulate them to all registered (and wait listed) participants as part of the overall Workshop Report. These notes may be freely used.

## **Section 1** Working Regionally and ACDA

In the first section each group will discuss the same questions. At the end of the session, these discussions will be quickly summarised by the facilitator and notetaker to enable a collation of key themes from across all of the groups. This collation will be presented back to the full group at the end of the Regional Forum.

**The discussion questions for the first section workshops are:**

1. ACDA development: Do you agree with the proposal of ACDA as a regional alliance to facilitate communities to work regionally?...Thoughts, considerations and themes relating to specific aspects eg the Terms of Reference, purpose, membership, key priorities
2. Regional communication and action: Thoughts and ideas about community voices at a regional level – who, how, what... including what’s happening in other alliances
3. What can you and your organisation contribute towards working regionally?
4. What are the key next steps towards successfully working regionally for community development groups?

### **Establishment Group of the Auckland Community Development Alliance (ACDA) DRAFT TERMS OF REFERENCE - April 2010**

#### **Background to ACDA**

Over the last twelve months there has been a growing realisation that regional governance changes in the Auckland Region will bring unique opportunities and challenges for planning, thinking, supporting and ‘doing’ community development and locally led action in Auckland.

During 2009, discussions at Auckland Community Led Development Network meetings pointed to the need for new regional community mechanisms to:

- ensure the power of community voices across Auckland were maximised
- prepare and share key community messages
- enable greater influence and advocacy in decision making processes
- connect communities directly into the Auckland Social Policy Forum

In early December 2009, Inspiring Communities and Community Waitakere brought together a small group of community development focused organisations and individuals from across the Auckland Region to discuss potential next steps for regional talking and working. Resulting out of this discussion was the desire to create a new alliance of like minds and organisations.

This terms of reference captures the beginning phase of the Auckland Community Development Alliance (ACDA). It should be seen as a ‘living document’ – one that is able to evolve and change over time alongside the organic process of ACDA’s establishment.

#### **What is ACDA**

ACDA is an informally constituted alliance of Auckland region community organisations and communities, formed in the context of the new governance arrangements in Auckland.

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## Purpose of ACDA

ACDA's long term goal is to create stronger, healthier and more connected, informed, empowered, resilient and active communities in Auckland. It does this by:

- **Leading and facilitating** cross community conversations in the Auckland region: community sector organisations and communities of place
- **Creating** a shared collaborative space for local and regional community development thinking, talking and planning
- **Promoting** the power and voice of communities in determining their own future
- **Enabling** greater influence and advocacy from communities in decision making processes;
- **Working** with others to achieve greater social wellbeing outcomes for Auckland; and
- **Connecting** communities directly into the developing Auckland Social Policy Forum.

In the short term, ACDA seeks to ensure the governance reforms in Auckland contribute to its long term goal, so that:

- communities voices and views are represented in the structures and models of the new Auckland
- the new Auckland reflects our needs and works with us
- the new Auckland does nothing to us without us
- regionally mandated and recognised community led structures and organisations are developed which present united voices and messages

ACDA will work in collaboration with all other regional organisations and communities which share these aspirations.

## Establishment Group

An Establishment Group (EG) has been formed to guide the initial phases of ACDA development and to begin collaborative cross community dialogue, planning and action. It is also not possible, nor is it intended, for the EG to be representative in any way of Auckland's extremely diverse communities and community sector organisations. The EG considers itself 'reflective' rather than representative, with issues of scope, mandate, formality and short and long term directions to be more fully explored over 2010.

It is expected however that EG participants will be working and connecting with networks at local levels to enable the aims and activities of the ACDA to be carried out. The question of whether and when ACDA might become a legally constituted entity will be part of the group's ongoing discussions. It is not intended that the EG automatically become the governing body of any entity established.

Initial membership consists of both individuals and community based organisations undertaking various connecting and capacity building roles within Auckland's existing cities and districts. While active in those organisations, and supported by them to participate in the ACDA, the members do not necessarily represent the views of their organisations.

The EG does desire to have members drawn from across the Auckland Region. The group so far comprises:

- Yvonne Powley – North Shore Community and Social Services
- Carol Ryan and Chris Jones – Raeburn House

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- Tony Mayow and Pat Watson - Community Waitakere
- Phillippa Pitcher – Parnell Trust
- Christine Herzog – Auckland WEA
- Mark Bentley – Manukau Community Foundation
- Tania Kauri – Papakura District Council of Social Services
- Denise Bijoux
- Megan Courtney – Inspiring Communities

With approval of an EG meeting, new participants may be added at any time. In order that the EG not become too large for effective operation, the total number shall be limited to 15 people.

## Roles of Establishment Group

The roles of the group include:

- Promoting community discussion and dialogue on the ACDA concept
- Setting ACDA strategy, and programme of work for 2010
- Deciding all interim structural/governance issues
- Establishing specific working groups and portfolio/leadership areas
- Developing a communication strategy, for both internal and public communications
- Advising and supporting the convening agency, IC
- Accepting collective responsibility for ACDA decisions and activities, and assisting IC with funding accountability as needed
- Following broader discussion with its constituent communities, developing a permanent governance structure, as and when appropriate

## Participant Roles

- Attend and take an active part in the majority of monthly meetings, including meeting facilitation on a rotational basis
- Respond to requests for information or comment in a timely manner – this means having some capacity to do more than just come to meetings
- Ensure effective liaison between ACDA and their own organisation and networks
- Accept and carry out any tasks or lead portfolios agreed to by and with the EG eg. media liaison, event support etc.
- Define key stakeholders and liaise with them as necessary
- Maintain key contacts in local government and ensure they are informed of ACDA activities
- Input to agendas and content of ACDA activities
- Share accountability for the outcome of ACDA decisions and activities

## Decision Making

Decision making is by consensus of those attending meetings, subject to a quorum being present. Email may be used by the convening agency to obtain decisions between meetings, and any decisions so taken will be ratified at the following meeting.

## Quorum

A Quorum will be 50% plus one of EG participants.

## Meeting Frequency

Meetings will be held at least monthly.

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## **Convening Agency- Inspiring Communities**

Because of its central role in the initial stages of the ACDA development, Inspiring Communities (IC) is recognised and supported as the initial convening agency for ACDA. It is also a member organisation, representing an independent, a pan Auckland (and national) perspective on place based community-led development.

## **Convening Agency Role**

Inspiring Communities is committed to supporting ACDA's development and has committed 5 staff hours per week to support ACDA's establishment. The roles of the convening agency are set out below. They will be revisited/refined as necessary, but otherwise the convening agency role will be formally reviewed by October 2010 in the light of developments by that date. It is not envisaged as a permanent arrangement and resourcing constraints are acknowledged.

In addition to exercising all the rights and responsibilities as an EG participant, IC, as represented by Megan Courtney, will be responsible and accountable to the EG for:

- Scheduling and notifying all meetings
- Ensuring the preparation and circulation of agendas and minutes
- Acting as 'Fund holder', including preparation of funding applications, administering and accounting for funds received
- Establishing and maintaining the records of ACDA
- Acting as a first point of contact for ACDA
- Overseeing the development of a communication strategy
- Overseeing written media releases

## **Section 2** The Auckland Social Policy Forum

The second session workshops offer an opportunity to participate in EITHER co-creating feedback on the Social Policy Forum document OR to think beyond the proposed Social Policy Forum and into wider opportunities for social development and social policy in Auckland.

### **– Key Elements of the proposed SPF Model –**

#### ***What is the Forum?***

A central-local government group being set up to address social issues in Auckland at a political level by bringing key political leaders together.

#### ***Why have an Auckland Social Policy Forum?***

The Forum is meant to ensure that central and local government work together to identify and address agreed priority social issues in Auckland.

#### ***What is the role of the Forum?***

- progressing social issues in Auckland at the political level
- demonstrating strong leadership on social issues
- setting a clear strategic direction for addressing social issues in Auckland
- identifying long-term social goals and strategies; including selecting the issues that should be prioritised for joint Government:Auckland Council action
- clearly identifying the roles & responsibilities of Government and of the Council in responding and driving the alignment of thinking and action on social issues
- reviewing the effectiveness of the action

#### ***What will the Forum do to achieve its objectives?***

- identifying and prioritising social issues in Auckland, both at the regional level and for specific neighbourhoods
- discussing proposed central and local government responses to priority social issues and identifying best practice examples that work
- considering and agreeing on joint venture action plans and projects and who will carry out agreed actions
- identifying duplication or gaps in the provision of services
- identifying activities that undermine good social outcomes in Auckland
- influencing wider regional strategies and plans that can improve social outcomes
- monitoring and reporting on agreed Government and Council actions

#### ***Who will be on the Forum?***

- the Minister for Social Development and Employment (chair)
- Mayor of Auckland
- Chairs of relevant Auckland Council committees (to be determined by Council)
- selected representatives from local boards (determined by Council in consultation with boards)

#### ***Will the Forum be open to the public?***

No. The government has agreed, however, that the Forum will report on its work.

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**The Auckland Social Policy Forum Discussion Document seeks feedback from on a number of key questions, with submissions due on May 21<sup>st</sup>.**

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## **Option 1: Discussion on some key questions posed in the Social Policy Forum document:**

### **1. What will the forum achieve?**

- a. In the discussion document, is the balance of objectives for the Forum right?
- b. Are there other objectives the Forum could consider?

### **2. What will the Forum do to achieve its objectives?**

- a. Is this the right balance of activities for the Forum?
- b. Are there other activities the Forum could consider that would support its objectives?

### **3. How will the forum work – issues and priorities?**

- a. What do you think are important for the Forum to consider in its first year?
- b. What is the right balance between local and regional priorities?
- c. Are there particular issues, communities or locations that you think the Forum should prioritise?

### **4. How could the Forum work with the NGO and community sector?**

- a. What roles do you think the community sector could have in shaping the focus and priorities the Forum considers? How do you think this could best happen?
- b. How might the Forum best identify and engage with communities or organisations that have particular interests in issues the Forum is considering? Eg Youth? Disability sectors? Place-based organisations?
- c. How can the Forum ensure the voices and perspectives of Māori are heard in its prioritising and decision-making?
- d. How might the Forum best engage with Pacific and other ethnic communities?
- e. How might the proposed Advisory Board best be organised?
- f. Where would the best points of connection be between the community sector and the Forum? What mechanisms or arrangements could best support this?

## **Option 2: Thinking beyond the proposed Social Policy Forum and into wider opportunities for social development and social policy in Auckland, questions are:**

- 1. Beyond what has been proposed, how might the Forum engage meaningfully with both local and regional communities?**
- 2. How might the Forum also engage meaningfully with CCOs? And other communities such as with business?**
- 3. Apart from the Forum, what are other key ways that communities can influence social policy decision making in Auckland from 2010-2013? Eg Spatial Plan...**

## Key Points from regional SPF workshops<sup>1</sup> held in March 2010 and other Community Conversations

### Overarching

- We have to own the change we want – document provides an open invitation for Aucklanders to create the change we want which also means thinking laterally beyond SPF.
- Need to build social principles into policy of all local and central Government arrangements – the SPF isn't going to be panacea
- Gap between rich and poor (social inequality) is a huge driver of social outcomes in Auckland and shouldn't be ignored.
- SPF seems very weak compared to Royal Commission's Social Issues Board
- Needs to be upfront resourcing commitment for significant backroom functions and processes to support SPF so it's not just a talk fest. This needs to include resourcing to better enable communities to work locally and regionally.
- SPF model feels very disconnected to and far from communities and their wellbeing.
- We need to build relationships across the broader regional social sector – need much higher levels of knowledge and trust, practical experience of collaboration and added value, and buy in/ability to input into a better, more workable SPF model.
- Aucklanders need to be part of creating new SPF rather than it being imposed from the top. SPF model needs to be founded on process of shared dialogue, NOT just submissions.
- The discussion document is short on a many details ie. what SPF public reporting mechanisms should look like, these could be co-created by an intersectoral working group (that includes communities) over next 9 months.
- There are still serious issues around democracy and process...the average person does not feel they can influence what is happening in Auckland and under the proposed structure have little say.

### Framework

- SPF needs to include other Government Ministers at the top table eg. Ministers of Health, Education, Police, Housing etc...
- How do CCOs (transport, economic development, waters etc) interface with SPF?
- Structure needs to be more democratic – SPF should be directed to obtain and listen to community/community sector input
- Have to make SPF evolve over time, won't get it right straight up and can't just leave in hands of central government/political players to do the innovating.
- Get an intersectoral working group together NOW to develop up forum process – communities need to be a key part of this process as we have a large stake in service delivery/behavioural change/making things happen.
- How will integration of social principles and priorities happen across local government (Auckland Councils, Local Boards and CCOs) and across Government eg. Across many departments and regional/national management structures.

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<sup>1</sup> This includes Auckland Policy Network facilitated workshops in Manukau, North Shore, Auckland and Waitakere Cities.

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## Participation

- There should be criteria for the Council and Local Board politicians to be on SPF - each should have at least some demonstrated competence/ understanding of social issues, collectively they should be diverse geographically and in interests/priorities.
- Stability of membership –elections every 18 months: how do we get long term approach given local and central government members will keep changing?
- Role of Mayor will be key: leadership, see potential for all communities rather than just disadvantaged, if Mayor doesn't strongly hold social agenda then SPF won't really achieve much, needs Mayoral weight to help make government listen and pay attention.
- Where and how will ethnic groups and iwi be on the SPF? Lack of mention about disability in document and what about philanthropic sector and youth participation? Huge gaps in terms of representation – document puts no stakes in the ground for this, shows no commitment to doing anything about it apart from cursory mention of an advisory group.
- What about community sector involvement? And community on the forum? This one needs lots of debate. Should community reps be on the Forum or should we maintain our independence and advocate/influence from the outside?? Is there really genuine political will for communities to be part of this anyway??
- Needs to be a clear link between Local Boards and their communities too so that local issues, needs and ideas can be clearly communicated up and down.
- Needs to be a block of community sector reps and links not just one or there's no point. Parties need to have ability to collaborate and advocate – processes for this need to be transparently discussed at both Forum and Advisory group levels.
- Community reps should only be there if there are mechanisms for feedback and support that sit around them, just like local and central government have. Resourcing must follow responsibility. Note: at community level these regional mechanisms don't exist now, need time to bubble up and be created by and for the sector... and with local and central government support
- Need to invest time and effort in getting the right people to the SPF table to offer greatest representation, experience and diversity = **community** needs to invest in this process.

## Advice

- Don't want to put all eggs into forum basket –what will checks and balances be? What about other groups who cooperate on research (eg. NZCCSS), how do they interact with the forum? Where will the contestable advice come from??
- SPF needs to have dynamic think tanks to spark discussion/debate outside of SPF process – if things just go through bureaucratic processes then innovation won't flourish
- How could we develop an evidence base that will report all issues/solutions to the new Auckland Council and to SPF – how might we ensure key Auckland issues become bipartisan, with both Wellington and Auckland committing to long term approaches?
- SPF Advisory group not discussed in document but this is critical bit of machinery – needs to be representative and able to make free and frank advice, put issues and options up and be part of framing/collaborating on solutions too.

## Focus

- Need to have a balance between proactive social development and investment and just fixing problems
- Shouldn't just focus on deficits and deprivation, SPF needs to work within a strengths based model

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- Different perspectives:
- Focus on areas of need with some specific priorities such as family violence, poverty ?? **OR**
- Focus on particular population group (eg. children) because:
  - Starts from realizing potential and positive outcomes rather than fixing problems
  - ‘Place’ can wrap around this
  - Enables a holistic wellbeing approach
  - Easy to grasp for communities and for local priorities/actions to be determined
- Some people very wary of going down social issues/problem fixing line and top down/cookie cutter answers/rhetoric without resourcing. Also wary of just targeting poorest communities because: prioritises social issues over social development, many of these communities lack capacity to be partners in a place focused process right now- need to get that right first.

## Other key concerns

- SPF needs to have dynamic think tanks to spark discussion/debate outside of SPF process – if things just go through bureaucratic processes then innovation won’t flourish
- Reluctance to see resource distribution at Board levels as squeaky wheels mean the poor don’t get a voice – need funding mechanisms that distribute on a population basis with adjustment for demographics/need

## Opportunities

- **Maori Statutory Board** – Maori need to be part of SPF process, especially with whanau ora commitment and great expectations of improving whanau wellbeing. Impending iwi settlements in Auckland will likely also see iwi actively involved in social wellbeing planning. Nature of involvement with SPF needs to be led by Maori.
- **Relationships with Pacific and Ethnic groups** – need to encourage ongoing local fora (ie. Waitakere Pacific Board) and new regional mechanisms to maintain grounded links to local communities.
- **Getting views of others** – would be good for SPF to host an annual social wellbeing summit(s) across Region. Could be a dedicated way of engagement/community accountability/provision for input into future planning.
  - SPF Advisory group could also establish working groups to encourage collaborative planning among sectors/population groups – would need to be resourced.
- **Building our own Structures** – as communities we need to proactively build our own structures e.g. A City Development Foundation that brings clever folk together to brain storm optimum structures, the Auckland Communities Foundation – attracting donor money and distributing on evidence base, the Auckland Community Development Alliance.