



Waitakere City Council
Te Taiao o Waitakere

NOTICE OF MEETING

CITY DEVELOPMENT COMMITTEE

I hereby give notice that an Ordinary Meeting of the City Development Committee will be held on:-

DATE: **Thursday, 2 September 2004** **TIME:** **9.30 am**

VENUE: **Civic Centre, 6 Waipareira Avenue, Lincoln, Waitakere City**

to consider the business as set out herein and to take any necessary action connected therewith.

30 August 2004

Ngareta Delamere
COMMITTEE SECRETARY

Telephone (09) 836 8000 extn 8552

MEMBERSHIP:

Councillors	CA	Stone (Chairperson)
	GB	Presland (Deputy Chairperson)
	DQ	Battersby, JP
	BA	Brady, JP
	JM	Clews, QSO, JP
	RP	Dallow, QPM, JP
	AC	Fenton
	OE	Hoskin, MNZM, JP
	PA	Hulse
	JP	Lawley
	GE	Nash, QSM, JP
	VS	Neeson, JP
	GW	Russell, JP
	DA	Yates, JP

Mayor Bob Harvey, QSO, JP (ex officio)

(Quorum 5 members)

★★★★★★★★★★

(The reports and recommendations contained in all agendas are reports and recommendations only and are not to be construed, in any way, as Council policy until adopted.)

**AGENDA FOR AN ORDINARY MEETING OF THE CITY DEVELOPMENT COMMITTEE
TO BE HELD IN THE CIVIC CENTRE, 6 WAIPAREIRA AVENUE, LINCOLN,
WAITAKERE CITY, ON THURSDAY, 2 SEPTEMBER 2004
COMMENCING AT 9.30 AM**

<u>ITEM</u>	TABLE OF CONTENTS	<u>PAGE NO.</u>
1	APOLOGIES	1
2	URGENT BUSINESS	1
3	CONFIRMATION OF MINUTES	1
4	TEMPORARY COVER OVER THE DOUGLAS TRACK & FIELD TERRACED SEATING	2
5	COMMUNITY HOUSES FINAL REPORT 2003/2004	3
6	WAITAKERE CITY WORKERS EDUCATIONAL ASSOCIATION INCORPORATED FINAL REPORT 2003 - 2004	9
7	AUCKLAND REGIONAL ECONOMIC DEVELOPMENT STRATEGY UPDATE	11
8	2004/2005 FINANCIAL YEAR FUNDING & SERVICE AGREEMENT WITH ENTERPRISE WAITAKERE	15
9	WAITAKERE ETHNIC BOARD	19
10	SAFE WAITAKERE INJURY PREVENTION	22
11	PROPOSED COMMUNITY LAW SERVICE FOR WAITAKERE CITY	23
12	CORBAN ESTATE ARTS PRECINCT DRAFT CONCEPT PLAN	27
13	HENDERSON HERITAGE TRUST BUILDING RESTORATION PROJECTS - HENDERSON RAIL STATION AND ST. MICHAELS CHURCH	40
14	SAFETY AND ACCESS BY DESIGN	45
15	WAITAKERE POLICE REPORT	48
16	WEST AUCKLAND DISTRICT COUNCIL OF SOCIAL SERVICES – ANNUAL 2003/2004 REPORT AND 2004/05 SERVICE PRIORITIES	49
17	“STRENGTHENING COMMUNITIES THROUGH LOCAL PARTNERSHIPS” - UPDATE ON RESEARCH PROJECT, KEY FINDINGS AND IMPLICATIONS FOR COUNCIL	53
18	WAITAKERE WELLBEING SUMMIT - PRELIMINARY REPORT	66
19	NEW ZEALAND URBAN DESIGN PROTOCOL	66
20	PROJECTS SPECIAL COMMITTEE	70
21	HENDERSON TO HOBSONVILLE RAPID TRANSIT ROUTE	71
	PROCEDURAL MOTION TO EXCLUDE THE PUBLIC	71

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1 APOLOGIES



2 URGENT BUSINESS

Section 46A(7) of the Local Government Official Information and Meetings Act 1987 provides that where an item of business is not on the agenda, it may only be dealt with at the meeting if:

- (i) the Committee by resolution so decides; and
- (ii) the Chairperson has explained at the beginning of the meeting (when open to the public) that the item will be raised for discussion and decision, why the item is not on the agenda, and why it cannot be delayed until a subsequent meeting.

The Committee may make a decision on a matter determined to be urgent.

NOTE: Urgent business need not be dealt with now and may be delayed until later in the meeting.



3 CONFIRMATION OF MINUTES

Ordinary- Thursday, 5 August 2004.

RECOMMENDATION

That the minutes of the Ordinary Meeting of the City Development Committee held on Thursday, 5 August 2004, as circulated, be taken as read and now be confirmed.



4 TEMPORARY COVER OVER THE DOUGLAS TRACK & FIELD TERRACED SEATING

PURPOSE OF THE REPORT

The purpose of this report is to seek the City Development Committee endorsement for the erection of a temporary cover over the Douglas Track and Field terraced seating which is funded by Waitakere United Soccer Club.

BACKGROUND

Waitakere United Soccer Club is one of the eight national teams in the new look National Franchise Soccer League which beat out other Auckland teams such as East Auckland and North Shore in their bid to join the national competition. This is the first year of the National League which is a summer league competition starting in October 2004. Waitakere United Soccer Club has sought Douglas Field as their home ground for the competition.

The Douglas Track & Field has been renovated and upgraded to coincide with the building of The Trust Stadium offering Waitakere City residents a first class outdoor sports facility alongside a first class indoor facility for active and passive sports participation.

Douglas Track & Field offers an international standard synthetic athletics track and a sand slit playing field suitable for a number of sports including rugby, rugby league and soccer. Changing rooms and terraced seating are also available which caters to the teams changing needs and provides seating for spectators.

STRATEGIC CONTEXT

The provision of such facilities meets a number of Council's Strategic Platforms, namely Urban and Rural Villages and Strong Communities and the facility will cater to First Call for Children as a Strategic Priority due the high anticipated use by children and schools for athletics meets.

ISSUES

Waitakere United Soccer Club is one of the leading franchise teams in New Zealand Soccer as demonstrated by the successful bid to gain a place in the new summer competition, 'The National League Tournament'. This is a high profile tournament that has and will continue to have significant press and media coverage, including television, due to being the country's top level soccer competition. Waitakere United Soccer Club's inclusion in the competition is a significant marketing opportunity for Waitakere City and in particular The Trust Stadium and Douglas Track & Field as their home venue.

Waitakere United Soccer Club's contract with Soccer New Zealand has a number of requirements which must be met as part of the National League tournament. One of the requirements is that the home ground has covered seating for 500 spectators. At present there are no grounds in Waitakere City, other than Douglas Track & Field, that have seating for 500 spectators let alone covered seating. For this reason Douglas Track & Field is the only Waitakere City ground option available, however it currently lacks the covered seating.

A1-A4

Waitakere United Soccer Club have submitted to Council a proposal to erect a temporary cover, at their own expense, to satisfy Soccer New Zealand's requirements for participation in the National League. A concept design has been provided by Waitakere United Soccer Club which is attached at pages A1 to A4 and building/resource consent will be sought by Waitakere United Soccer Club. The temporary cover will remain intact for the duration of the Summer League.

Should endorsement for the erection of the temporary cover not be given then Waitakere United Soccer Club will be in breach of their contract with Soccer New Zealand and forced to seek an alternative venue in the Auckland region.

RESOURCES

\$40,000 is approved in 2004/2005 budget to conduct a feasibility study on future grandstand and lighting options for Douglas Track & Field, although Waitakere United Soccer Club have indicated that they will fund the proposed temporary cover.

CONCLUSION

Waitakere United Soccer Club is one of the eight teams to successfully bid for a position in the new look National League Soccer Tournament to be held from October 2004 to March 2005. Waitakere United Soccer Club is one of two Auckland teams competing in the National League.

A requirement of Waitakere United Soccer Club competing in the National League is that covered seating be provided for 500 spectators. Douglas Track & Field as the City's premier sports field is the only facility with seating to cater for 500 spectators however it lacks a cover to protect the spectators from the elements.

Waitakere United Soccer Club has proposed to build a temporary cover at their own cost to meet the conditions of playing in the National League. Leisure Services currently has budget allocated to complete a feasibility study future lighting and grandstand options for Douglas Track & Field.

RECOMMENDATIONS

1. That the Temporary Cover Over the Douglas Track & Field Terraced Seating report be received.
2. That the City Development Committee endorse the construction of a temporary cover over the terraced seating of Douglas Track & Field, by Waitakere United Soccer Club, that provides shelter for 500 spectators.

Report prepared by: Louis Rattray, Leisure Services Manager, City Services.



5 COMMUNITY HOUSES FINAL REPORT 2003/2004

PURPOSE OF THE REPORT

The purpose of this report is to provide the City Development Committee with information on the performance of the Community Houses that Council had funding agreements with during 2003/2004.

BACKGROUND

Community Houses meet the needs of their local communities by assessing community need and providing relevant services. This includes programming activities and facilitating use by community service groups and private hirers. Community Houses are also used as drop-in centres for local residents and have a role in providing community information and education through a range of classes and activities.

A volunteer Management Committee comprised primarily of local residents manages each Community House. Council's funding agreement is with the Management Committee and this funding enables a part time co-ordinator to be employed. The Management Committee is accountable to Council for ensuring that the services contracted for in the funding agreement are delivered in accordance with agreed performance targets.

The general objectives of Community Houses are to:

- Enhance community well-being and a quality of life in neighbourhood communities;
- Work in a partnership model with Council, volunteers, community groups and individuals in order to improve community life;
- Respond to community wishes and needs proactively;
- Provide services and activities relevant to the local community;
- Provide opportunities for people to fully participate in leisure and community life; and
- Encourage the community's "sense of ownership" of Community Houses.

STRATEGIC CONTEXT

In February 1998, Council adopted the recommendations of the Community Houses Review and resolved to continue to support Community Houses given the community benefits that they provide. Community Houses are central to local neighbourhoods and play a vital role in promoting a sense of well-being and belonging. They contribute to Council's Well-being and Urban Village strategic objectives by providing networks of appropriate and accessible public buildings as community focal points and through a wide range of community activities.

ISSUES

In the past financial year, Council provided funding to six Community Houses through individually negotiated three year service agreements based on the services each House provides and the hours of opening. Funding levels for the Community Houses have remained the same since 2002/2003 (with the exception of the Titirangi Community House who were granted an increase of \$5,000 in the 2004/2005 Annual Plan). Since 2002/2003 total community house visitor numbers have increased by over 34,000 visits and Leisure Services will be reviewing Community House funding levels for the 2005/2006 draft Annual Plan.

Performance and Achievement

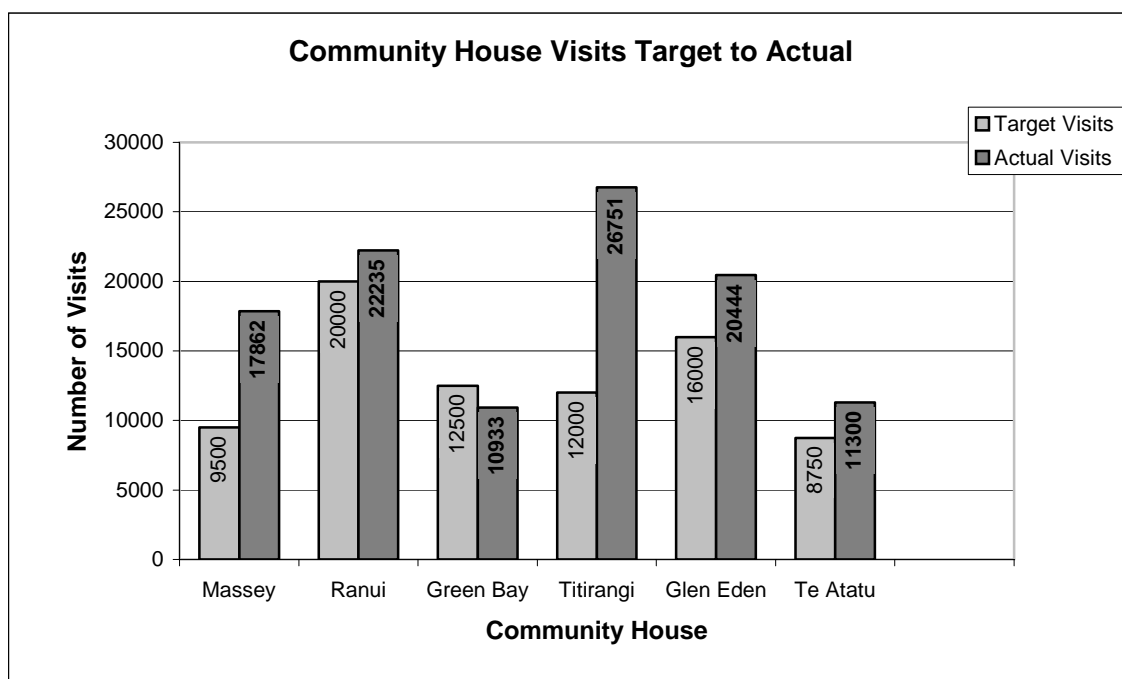
Performance targets for each Community House are individually set and are dependent on House size, socio-economic factors, location, and levels of community involvement. Funding agreements are monitored by a Council representative through written reports and regular meetings with House co-ordinators and Management Committees. Performance targets are negotiated each year and aim to reflect realistic usage and activity within each of the Houses. They are flexible in order to allow for changing community trends and are reset to reflect the actual usage of the House each year.

There continues to be a growing standard of professionalism and accountability on the part of Community Houses. This is reflected in the current development of strategic plans, provision of business, and health and safety plans, and increased participation in adult and community education networks. Enhanced opportunities for training and funding opportunities have also helped the Community Houses to become more professional in their operation.

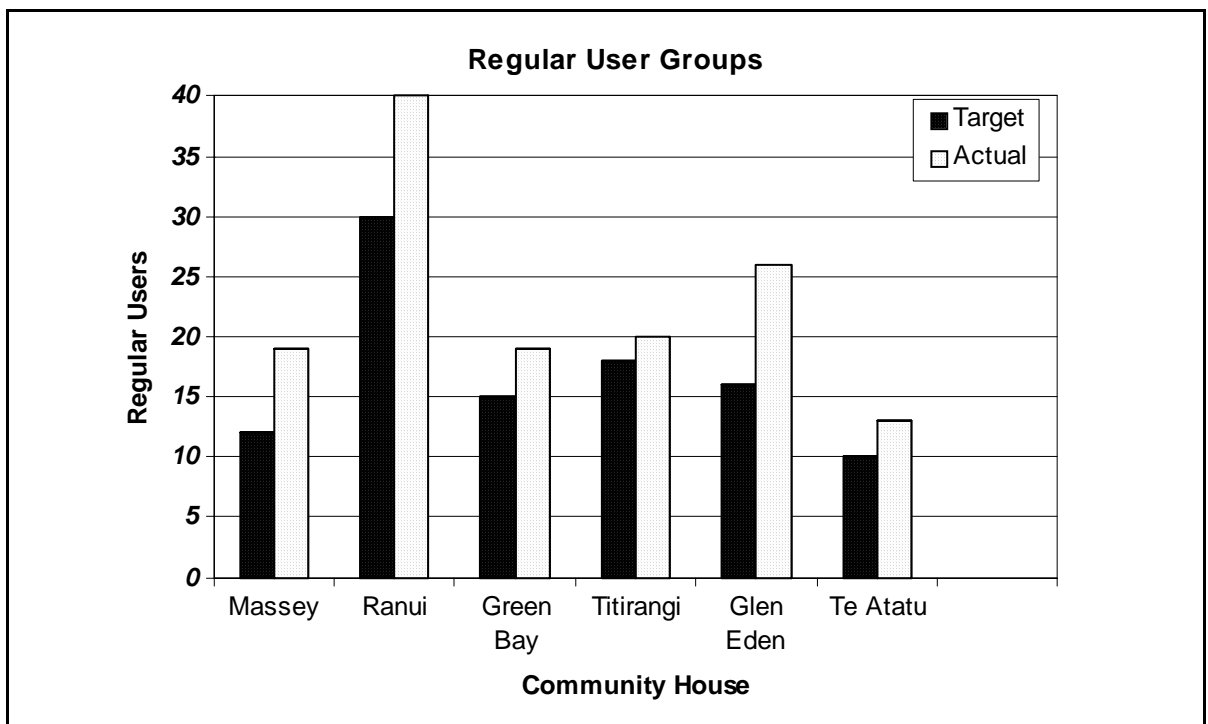
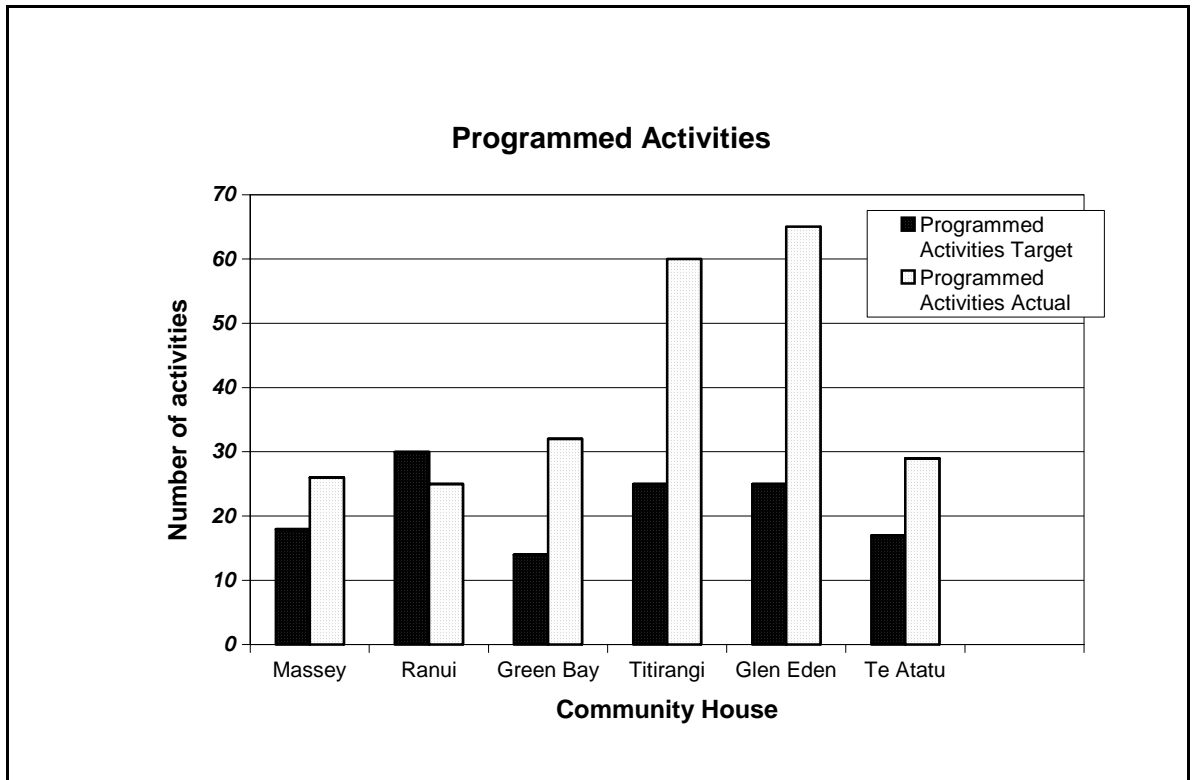
All Community Houses met the following generic performance targets in the funding agreements in the 2003/2004 financial year:

- Budgets and financial statements submitted;
- Strategic Plans underway;
- Acknowledgement of Council support on promotional material;
- Health and Safety Plans in place or in process of being developed;
- Staff attended at least 75% of collective meetings and training organised by Waitakere Workers Education Association (WEA);
- Compliance with adequate publicity regarding House activities;
- Opening hours adhered to; and
- Reporting requirements met.

Most Community Houses met or exceeded their individual performance targets regarding numbers of: visitors; user groups; and programmed activities. The following graphs show targets and actual numbers for annual usage of the Community Houses. These should be viewed as a benchmark and are only one indicator of a House's success.



The total number of visits to Community Houses in Waitakere City for the 2003/2004 year was 109,525. This is a further increase on last year's visitor numbers of 94,542 and a significant increase from 2001/02 visitor numbers of 75,336. In 2003/2004 a total of 237 programmed activities were carried out, and 137 user groups in addition to the programmed activities accessed the Houses. Ranui Community House did not meet their programmed activities target and Green Bay Community House did not meet their visitor numbers target. Both Houses experienced a low number of actual enrolments for courses and Ranui received less tutor hours at the beginning of the year than expected. It should be noted that the House size, socio-economic area, and House capacity are important factors determining usage and therefore comparisons should not be drawn between the individual Houses.



Summary Details for each House:

Massey Community House

The House has exceeded all targets this year with a significant increase in visitor numbers of 7,409 compared to last year. Regular user group numbers are also well above target and the House has established new initiatives such as the Massey Community House market and the installation of a new playground with Licensing Trust funding. The House is continuing to work with other community service providers in the area to assess community need and provide relevant services including their successful school holiday programme.

Ranui Community House

Visitor and regular user group numbers have exceeded targets. Whilst the number of programmed activities is slightly below target this can be accounted for by the unexpected reduction in community education hours allocated to the community house at the beginning of the year and a drop in course enrolments around December 2003. The active management committee have initiated many projects this year including an art exhibition, welcome to Ranui Information pack, and have taken on the management of the after school care programme after Barnados withdrew from the programme. The House has also started up a successful playgroup again, held a quilters exhibition, and continues to work well with the Ranui Action Project.

Green Bay Community House

Green Bay Community House exceeded programmed activities and regular user group targets this year. They did not meet their visitor numbers target as they have had an unsettled year due to major committee member and staff changes. The lack of a carpark for the house has impacted on visitor numbers and a new carpark has been included in the Annual Plan for 2004/2005. The House now has a strong management committee who have recently initiated a number of projects to raise the profile of the house including gaining a Creative Communities grant to fund murals for the house to be painted by a local artist and local school students. The House also held a successful community open evening "Youth Yahoo in the House" where user groups put on a number of demonstrations and over 200 residents attended. Council also recently repainted the exterior of the Green Bay Community House.

Titirangi Community House

The Titirangi Community House has become one of the busiest Houses and has well exceeded all targets this year and taken on an additional part time coordinator. Their successful school holiday programme has now been running for over a year and is well utilised by local families. The House is fully booked by regular user groups for over 90% of the year and is currently talking to Council representatives regarding options for further utilising space in the Titirangi War Memorial Hall for House users and activities. They also continue to work well with the other community facilities in their local area.

Glen Eden Community House

Exceeded all targets for user groups, programmed activities and numbers of visits. They have had particular success with their school holiday and after school care programmes as well as a number of other new programmed activities. The Management Committee extended the open hours of the house from 9-3pm until 9-4.30pm each weekday during 2003/2004 in response to increased user demand generated from the after school care programme. Council have recently installed a new kitchen in the house and further major extensions are planned for this current financial year to expand the house.

Te Atatu Community House

The House has exceeded all performance targets this year and has experienced a good response to programmed activities. User groups have all gone well including a growing Samoan preschool and the popular regular weekend market. The House has a strong management committee that has initiated projects this year including new signs around the local area to advertise the house, a community needs assessment survey, and have completed their strategic plan for the next three years. Not all programmed activities went ahead due to low enrolments, however the increase in visitors to the House is significant in this period compared to the same period last year. Council have recently provided the house with a new and secure fence, and painted the Plunket part of the community house to be in keeping with the rest of the building.

RESOURCING

A5 In 2003/2004, Council provided financial support via funding agreements totalling \$157,500 for the Community Houses in addition to the Community House Training Fund of \$3,500 administered by Waitakere City Workers Educational Association Incorporated. In 2003/2004 Council also provided promotion and publicity support to the Houses with a full page advertisement for the six Community Houses in the Western Leader as attached at page A5. All six Community Houses are located in Council owned premises and Council is responsible for the maintenance and renewal of these six Houses.

Council staff provides information and advice to Community House co-ordinators and Management Committees and also have a role in monitoring the funding agreements.

The Waitakere City Workers Educational Association Incorporated also forms part of Councils support to Community Houses. Council grants \$8,350 to the Waitakere City Workers Educational Association Incorporated to provide support and training for Community House Co-ordinators and Management Committees. A separate report on the Waitakere City Workers Educational Association Incorporated will be presented to this Committee.

CONCLUSION

Community Houses continue to provide a valuable service to local neighbourhoods and are cost effective in their service provision. Three year funding agreements with the Houses are based on measurable performance, which is easily monitored. The overall use of the Houses has increased significantly from year to year and Houses continue to show an improved ability to meet community needs by programming appropriately.

RECOMMENDATION

That the Community Houses Performance 2003/2004 report be received.

Report prepared by: Polly O'Brien, Project Leader Community Resources.



**6 WAITAKERE CITY WORKERS EDUCATIONAL ASSOCIATION INCORPORATED
FINAL REPORT 2003 - 2004**

PURPOSE OF THE REPORT

The purpose of this report is to update the City Development Committee on the performance of the Waitakere City Workers Educational Association Incorporated (WEA) against its funding agreement with Council for the 2003/2004 financial year.

BACKGROUND

Council funded the Waitakere City Workers Educational Association Incorporated \$18,000 in 2003/2004 to provide information about community education and adult literacy to the community and to provide support for Community Houses.

A primary focus of the funding agreement with Council is Waitakere City Workers Educational Association Incorporated's role in assisting the Community Houses with budgeting, business plans, advertising and promotion, governance and management issues. This work involves identifying and planning for the training needs of Community House staff and Management Committees. Council also supports the wider role of the Waitakere City Workers Educational Association Incorporated in the provision of community education, adult literacy, and training opportunities to the community through this funding agreement.

STRATEGIC CONTEXT

The goal of Council's relationship with Waitakere City Workers Educational Association Incorporated is to promote community well-being in the City by strengthening community education networks and supporting Community Houses so that they can operate more effectively. In the Community Houses review (adopted February, 1998) Council resolved to continue to support Community Houses given the benefits they provide and their contribution to Council's strategic objectives.

ISSUES

A summary of the Waitakere City Workers Educational Association Incorporated's performance for their 2003/2004 funding agreement is outlined below:

Waitakere City Workers Educational Association Incorporated's assistance to the Community Houses

- Training needs of House Coordinators and Management Committee members were identified and a training plan was developed;
- Training courses were facilitated and co-ordinated on a number of relevant topics including Time Management, First Aid, Facilitation Skills, and Strategic Plan Workshops/Facilitation;
- Assistance was given with budgeting, employment issues and other not for profit organisational governance issues especially for the Green Bay Community House new Committee Members;
- The Community House Training Fund of \$3,500 per annum was administered in consultation with the Community House Collective;
- An information and referral service for Community Houses was maintained and made use of by the Houses, especially by new Green Bay Community House Coordinators. Information was also provided regularly to the Community Houses on adult and community education and community sector training opportunities.

The Waitakere City Workers Educational Association Incorporated met all of its performance measures in relation to Community House support.

Waitakere City Workers Educational Association Incorporated's community education, information and services

- Awareness of community education and adult literacy in the wider community was raised through programmes, flyers, articles in newspapers and newsletters and active networking. The Waitakere City Workers Educational Association Incorporated and the Community Houses have played a key role in the establishment of the Tertiary Education Commission (TEC) Waitakere Adult and Community Education (ACE) Network. Waitakere City Workers Educational Association Incorporated is also represented on the group working to establish a Waitakere One Stop Learning Shop and plays a very active role in the organisation of Adult Learners Week;
- At least six workshops or seminars were provided each semester for workers in community organisations and were well attended;
- Ongoing liaison with tertiary institutions was maintained, including the establishment of a good working relationship with the UNITEC Director and key Waitakere UNITEC staff. The Waitakere City Workers Educational Association Incorporated Coordinator chaired the UNITEC Community Studies Advisory Committee until its disestablishment in November 2003. Waitakere City Workers Educational Association Incorporated and the Community Houses also work closely with the new Tertiary Education Commission Advisers;
- Support for migrant learning needs was provided through information on English language tuition being disseminated widely and a large number of different level ESOL courses being offered throughout the year; and
- Waitakere City Workers Educational Association Incorporated is also a member of the Waitakere Skills and Employment Project with a leadership role in developing an "integrated approach to the provision of English to new migrants". Work undertaken has included the compilation of a Directory of ESOL Provision in Waitakere, the development of an ESOL Professional Development network, greater collaboration between providers, and ongoing work on establishing a common understanding of "competency levels".

The Waitakere City Workers Educational Association Incorporated met all of its performance targets relating to the provision of information and classes in community education and adult literacy.

RESOURCING

In the three financial years from 2003/2004 to 2005/2006, the Waitakere City Workers Educational Association Incorporated has been granted \$18,000 per year for the provision of support to Community Houses and the promotion and running of training courses and workshops for workers in community organisations. Performance measures and objectives will continue to be set each year. Waitakere City Workers Educational Association Incorporated is also responsible for administering the \$3,500 training fund allocated to the Community Houses.

CONCLUSION

The Waitakere City Workers Educational Association Incorporated exceeded all their performance targets in 2003/2004 and continue to provide an important support and training network for the Community Houses in addition to providing and promoting ongoing learning opportunities for Waitakere residents.

The Waitakere City Workers Educational Association Incorporated have been involved in positive Community House development in the last few years including building upgrades, three year funding agreements, clear accountability procedures and strategic planning, and a commitment to good employment practice and training for both staff and volunteers.

In terms of the wider community, Waitakere City Workers Educational Association Incorporated's expertise has been utilised in several community projects including the Waitakere Employment and Skills Project, and an ongoing partnership with the Waitakere City Road Safety Programme to provide driver education and training of trainers. They are also members of the steering group set up to establish community legal services in Waitakere, and a West Auckland Education Sector project group to set up a One Stop Learning Shop in Waitakere.

RECOMMENDATION

That the Waitakere City Workers Educational Association Incorporated Final Report 2003/2004 be received.

Report prepared by: Polly O'Brien Project Leader Community Resources.



7 AUCKLAND REGIONAL ECONOMIC DEVELOPMENT STRATEGY UPDATE

PURPOSE OF THE REPORT

The purpose of this report provides an update of the work being progressed under the umbrella of the Auckland Regional Economic Development Strategy.

BACKGROUND

Waitakere has been a member of Auckland Regional Economic Development Strategy since its inception. Waitakere Councillors sit on the Establishment Group and the Council contributes to the core costs of the partnership.

Recent progress under the Auckland Regional Economic Development Strategy umbrella has been made on implementation, in particular developing four Major Regional Initiatives from concepts to business plans, and on creating a long-term governance and implementation structure to give effect to the strategy and to place delivery on a more sustainable footing.

STRATEGIC CONTEXT

The creation of a strong innovative economy is one of the Council's nine strategic platforms. The Economic Development Strategy recently adopted by Council draws the relationship between local and regional economic development actions with the aim of progressing Waitakere's sustainable economic development. Under all six of the objectives of the Economic Development Strategy the influence of wider economic development policies and actions are noted as impacting upon Waitakere's own potential for sustainable economic development.

The Auckland Regional Economic Development Strategy aligns with the emphasis given to developing a strong innovative economy in the Long Term Council Community Plan and the 6 objectives outlined in Waitakere's Economic Development Strategy. Waitakere City is one of the primary stakeholders in regional economic development, and due to the location of Waitakere within the Auckland metropolitan region, the region is a stakeholder in Waitakere.

ISSUES

1. Auckland Regional Economic Development Strategy Implementation

In implementation, the Auckland Regional Economic Development Strategy project office has focused on developing four Major Regional Initiatives under the Regional Partnerships Programme. The initiatives are screen production, food and beverage, technology network, and cultural tourism.

As previously reported the four concepts have been agreed by the major funders of the Major Regional Initiatives, New Zealand Trade and Enterprise. The project office has been working with industry groups to define these concepts into business cases for submission to New Zealand Trade and Enterprise.

At business case stage Auckland Regional Economic Development Strategy needs not only to define the activities and outcomes in more detail but also the financial and non-financial support for each Major Regional Initiative. Part of the overall criteria around New Zealand Trade and Enterprise granting funding is that it is 'matched' with funding from the public and private sectors over three years

Each of the four Major Regional Initiatives is at a different stage, but it is likely that all 4 business cases will be finalised and submitted to New Zealand Trade and Enterprise prior to November.

- Screen Production - The concept of these Major Regional Initiatives are to accelerate the establishment of Auckland as an international centre for screen production and post-production through infrastructure development, capability building and marketing.
- Food and Beverage - The Food and Beverage Major Regional Initiatives will establish a food and beverage cluster that has direct links to an international city and marketing into that city is supported by relationship and logistics. Local exporting consortia will be developed which would look to support ethnic (Asian) community and small firms with value added products into the market.
- Technology Business Growth Network - This initiative aims to develop an Auckland technology network, which will include developing regional infrastructure to support firms. To some extent the system to engage firms will be virtual.
- Cultural Tourism - These Major Regional Initiatives will support the development of tourism product and capacity development initiatives though a contestable process.

The project office has also been working with a regional reference group to develop the framework for services under the single facilitation point, aimed at providing a regional response to inward investment. It has been scoping out the types of services that could be provided and ways in which it could map into local activities and investment responses.

2 Long-Term Governance and Implementation Structure

The current Auckland Regional Economic Development Strategy structure is an interim arrangement adopted, there would be a dual focus on implementation and development of sustainable long-term structural arrangements.

At its April 2004, meeting the Committee considered the overarching framework for long-term governance and implementation structure of Auckland Regional Economic Development Strategy as set out in a number of regional recommendations, and in agreed the framework in general. The key principles were:

- The Auckland Regional Council should be invited to take responsibility for Auckland Regional Economic Development Strategy and set up an Auckland Regional Economic Development Strategy Council Controlled Organisation as the Auckland Regional Economic Development Strategy Office.
- The formation of an Auckland Regional Economic Development Strategy Partnership within an appropriate regional governance framework to ensure the parties involved in the development of the Strategy continue to have a significant role in on-going oversight of the Strategy.
- That the Auckland Regional Council and government be invited to fund the core costs of the Council Controlled Organisation, Auckland Regional Economic Development Strategy Office.

Since that time the Establishment Group has set up two working groups to consider in more detail and make recommendations on the form and functions of both the Auckland Regional Economic Development Strategy Partnership and Auckland Regional Economic Development Strategy Office and to outline a process in 2005 for transitioning to these new structures. In developing more detail under the broad framework, the working groups have worked within the agreed parameters and not recommended any substantive changes. The detail relates to:

- Inviting Auckland Regional Council to establish the council controlled organisation as a not-for-profit company, and identifying the actions required to transfer the existing arrangements.
- Inviting the Auckland Regional Council to establish the Auckland Regional Economic Development Strategy Partnership on a network or confederation basis with a leaders group as a committee of Auckland Regional Council.
- Auckland Regional Council would resource the secretariat for Auckland Regional Economic Development Strategy Partnership carried out with support from a joint officers group.
- Development and implementation of transition arrangements.

At its August 2004 meeting, the Establishment Group expressed its support for the Auckland Regional Council establishing both Auckland Regional Economic Development Strategy Partnership with a leaders group as a committee of the Auckland Regional Council and Auckland Regional Economic Development Strategy Office as a council controlled organisation.

The intended functions of Auckland Regional Economic Development Strategy Office continues to be focused in three areas: promoting the region; providing a regional response to organisations considering locating in the region; and facilitating projects that are regionally significant but not dependent on a particular location. Auckland Regional Economic Development Strategy Partnership would have the oversight and issue resolution role gaining involvement from a wider network or confederation approach.

An analysis of why an Auckland Regional Economic Development Strategy Office is to be formed as a not-for-profit company is based on efficiency, ability to attract funding, and council control mechanisms. Auckland Regional Council is required to carry out a special consultative procedure under the Local Government Act to set up Auckland Regional Economic Development Strategy Office as a council controlled organisation.

Recommendations have not been made in relation to transition arrangements and Auckland Regional Council taking on early responsibility for the office and administration functions prior to 2005/2006. A timeline has been developed with the aim of establishing the board of Auckland Regional Economic Development Strategy Office by the end of this calendar year.

RESOURCES

Council agreed a contribution of \$95,000 to the core costs of an Auckland Regional Economic Development Strategy in the Annual Plan 2004/2005.

In addition to this monetary contribution, the Council has directly and in-directly contributed support to Auckland Regional Economic Development Strategy through its involvement in the Establishment Group and associated officer support and the contribution to implementation discussions and development by both council and Enterprise Waitakere.

CONCLUSION

Working groups of the Auckland Regional Economic Development Strategy Establishment Group have developed more details under the agreed long-term governance and implementation structure for Auckland Regional Economic Development Strategy Update (as reported to the April committee meeting).

The Auckland Regional Economic Development Strategy project office finalising the business cases for the four Major Regional Initiatives for submission to New Zealand Trade and Enterprise.

RECOMMENDATION

That the Auckland Regional Economic Development Strategy Update report be received.

Report prepared by: Jen Cook, Partnerships & Advocacy Leader: Economic Development.



8 2004/2005 FINANCIAL YEAR FUNDING & SERVICE AGREEMENT WITH ENTERPRISE WAITAKERE

PURPOSE OF THE REPORT

The purpose of this report is to seek the City Development Committee's approval of the recommended priorities for the 2004/2005 Funding and Service Agreement with Waitakere Trust Board trading as Enterprise Waitakere.

BACKGROUND

Enterprise Waitakere is a Council Controlled Organisation under the Local Government Act 2002. The 2004/2005 financial year is the first year that Enterprise Waitakere has been required to develop and agree a Statement of Intent with Council. The Statement of Intent sets out the overall governance, objectives, performance measures and targets of Enterprise Waitakere for Council as the shareholder.

Enterprise Waitakere's Statement of Intent must not be inconsistent with its constitution as set out in the Deed of Trust. Similarly the contract for services should be consistent with both of these key documents and the Council's own strategic direction. The objectives of the Trust are closely aligned with the Council's sustainability and community and economic development objectives.

In 2003/2004 a three-year contract for services was entered into with Enterprise Waitakere. This governs the contractual and financing relationship between the two organisations and is additional to the Statement of Intent. The amount under contract with Enterprise Waitakere for the 2004/2005 financial year is \$630,000, which includes an allocation of \$50,000 towards trustee fees.

Under the Annual Plan 2003/2004 it was agreed that Enterprise Waitakere should be funded on a three year basis. This three year funding is designed to apply to those organisations with which Council has a long-term or core funding relationship. It provides greater stability for the organisation, enables more strategic and long-term focused planning, decreased compliance costs and promotes a strengthened relationship. Each year this agreement requires actions and performance measures to be agreed and set out in a schedule to the contract.

The contract provides a finer grain detail of both services and performance measures. Its key strength is to set out the services negotiated between the two organisations, which are specific to this City and outside those generally funded by national entities such as New Zealand Trade and Enterprise for the provision of generic business services.

The recommended priorities set out in this report do not preclude additional activities being identified with Enterprise Waitakere as part of its overall economic development role throughout the course of the year. Similarly, the three year contract for core services does not preclude the Council entering into additional contracts with Enterprise Waitakere for specific services.

STRATEGIC CONTEXT

A strong innovative economy is one of the Council's nine strategic platforms. The Economic Development Strategy adopted this year provides additional detail on the strategic and implementation directions for sustainable economic development in the City.

Enterprise Waitakere is the primary delivery mechanism for economic development initiatives and services, and alongside Council it has one of the key facilitation and advocacy roles on behalf of the City and its businesses.

ISSUES

Key activities of Enterprise Waitakere include providing advice to local businesses, facilitating and attracting investment to the City, employment training and employment placement schemes. The main sources of income that Enterprise Waitakere draws upon are from the Council and the New Zealand Government via programmes such as those administered by New Zealand Trade and Enterprise.

The service contract with Enterprise Waitakere provides the opportunity for Council to further influence the actions of the organisation and to align these actions with Council's own sustainable economic development priorities. Through the Annual Plan process and adoption of the Economic Development Strategy, the Council endorsed the early prioritisation of activities to attract new investment into the city, such as city image, city promotion and targeted marketing. This has guided the negotiations with Enterprise Waitakere, so as to lever the contract to Council's stated priority whilst ensuring fundamental business support services are maintained. This leverage is within the existing core contract amount of \$630,000; it is not in relation to the additional marketing and business incentives Annual Plan 2004/2005 allocation, which City Development Committee is to consider when work on proposed uses for this resourcing is completed.

Framework

This year has also seen a change to the way in which the priorities, actions and performance measures are being developed and detailed. This is in part due to the fact that it is the first year of implementation under the Economic Development Strategy and that Enterprise Waitakere has been required to develop a Statement of Intent. In addition, parties to the Auckland Regional Economic Development Association (including Enterprise Waitakere) have been working together with funding from New Zealand Trade and Enterprise with the aim of lifting their capacity and performance. One element that has been looked at in some detail has been the way in which performance is measured, which has again highlighted the multi-causal nature of economic development outcomes.

As part of the Auckland Regional Economic Development Association work a logic based approach to performance management is being promoted. This approach begins with a strong focus on contract design and the economic development agency's statement of intent and strategic direction. Prism3 (a consultancy comprising AUT, NZIER and McKinley & Associates) have been carrying out this work and have offered to work with Enterprise Waitakere and Council in developing our service agreement using 'Intervention Logic' methodology as a fundamental base. We have adopted this iterative approach to relationship and contract management which is used to drive continuous improvement in organisational performance. It includes identifying the interventions that maximise agency outcomes, prioritising agency outputs and interventions, monitoring agency performance towards outcome goals, and testing of assumptions and hypotheses behind the connections between interventions and results. It also encourages a reassessment of joint understandings of the effectiveness of interventions over time and associated expenditure decisions. This 'Intervention Logic' approach provides an opportunity to better measure and understand the way in which Enterprise Waitakere is contributing to sustainable economic development of the City in the current and future years. It also should provide Enterprise Waitakere with enough flexibility in the contract arrangements for it to continue to be a nimble organisation that can seize opportunities of advantage to the City as they arise.

The collaborative approach with Prism3 and Enterprise Waitakere has provided Council the timely opportunity to take a more innovative and progressive approach to finalising the contract details and providing a working case model from which other councils and enterprise agencies could benefit in future years.

Priorities in 2004/2005

The recommended priorities for the 2004/2005 Funding and Service Agreement with Waitakere Enterprise Trust Board trading as Enterprise Waitakere are listed below:

- Business Services;
Enterprise Incubator;
SME Support;
Maori business development;
Pacific Island business development.
- Responsiveness & Advocacy;
Strategic Issues;
Advocacy & Networking;
Collaboration with strategic partners.
- City Image & Investment;
Investment Attraction;
City business image.
- Sector Support;
Employment & Skills;
Cluster Development (film, tourism, organics, marine);
Supporting growth sectors.

The activities of Enterprise Waitakere are well placed to secure additional external resources to the City from government and regional sources, such as New Zealand Trade and Enterprise, to deliver initiatives and programmes. The ability to resource local initiatives, over-and-above, the Council's contribution and those services that could be provided on a user pays basis is one of the key outcomes of the Funding and Service Agreement. This important 'match' to the Council's funding allocated through the contract ensures a wider range of economic development services is provided in Waitakere. As in previous years it is proposed that one of the key measures in 2004/2005 is the amount of central government investment and other funding that Enterprise Waitakere secures.

The priorities outlined in this report have been developed with Enterprise Waitakere staff. At the time of writing the Enterprise Board had yet to formally agree the priorities. The committee will be given a verbal up-date on the outcome of the Enterprise Board's August 2004 meeting where the priorities are likely to be considered.

Performance Reporting

A requirement under the three-year contract is that Enterprise Waitakere provide performance reports against agreed services that form part of the contract (rather than entire activities of the organisation) on a quarterly basis. This will continue to be the case; however, an additional requirement is being placed on the organisation to include the way in which the funds are used given that the monies in the current year are being paid up front - the section below on resources provides additional information on changes to the payment schedule.

RESOURCES

A total of \$630,000 has been allocated in the Annual Plan 2004/2005 for core economic development services under contract with Enterprise Waitakere. Of the total \$630,000 of contract value with Enterprise Waitakere some \$50,000 is allocated to trustee fees. This is the same amount as in previous years.

The amount of \$630,000 represents an increase of \$50,000 or 7.5% on the previous year, which is due to an additional \$20,000 being allocated to the Enterprise Incubator and \$30,000 to Pacific Island business development.

Services in relation to the \$30,000 for Pacific Island business development were, at the time of writing, still to be defined with the Pacific Island representatives. It is likely that this allocation will include not only business skill programmes specifically developed for and available to the Pacific Island community (focusing on maximizing the opportunities of the Corban Estate), but also to develop a professional business plan for showcasing and developing Pacific arts and culture at the Estate.

In previous years the funds have been paid quarterly in advance, and the performance for each quarter reported to the Finance and Operational Performance Committee. However, to help the organisation have a flexible cash flow in 2004/2005 the payment schedule under the contract has been altered to:

- Payment in advance of \$450,000, or 75% of the total amount under contract to Enterprise Waitakere excluding the \$30,000 for Pacific Island business development, on 1 July 2004.
- Payment in advance of the remaining amount of \$180,000 upon finalisation and signing of the service contract's, objectives, actions and performance measures.

It should be noted that this is a departure from the norm in the current financial year and that this practice is not intended to be carried over to future years.

The Council's contribution under the core funding and service agreement enables Enterprise Waitakere to lever additional resources from government and other sources to benefit the City's residents and businesses. This is important 'match-funding', which ensures a wider range of business development programmes are provided in Waitakere.

CONCLUSION

The draft priorities outlined under the issues section of this report have been developed by considering the following factors:

- Successful activities funded in the 2003/2004 financial year and Enterprise Waitakere's structure.
- Council's own economic development work programme over the coming year.
- Strategic priorities articulated in the Long Term Council Community Plan, Economic Development Strategy and Enterprise Waitakere's statement of intent.
- The need to get a good performance framework in place that points Enterprise Waitakere towards achieving sustainable economic development outcomes whilst enable enough flexibility for it to seized opportunities of benefit to the City throughout the year.

The detailed funding and service agreement schedule outlining the agreed objectives, actions and associated performance measures will be finalised with Enterprise Waitakere upon the Committee's approval of the priorities outlined in this report. This schedule will form the basis of performance monitoring reporting to the Finance and Operational Performance Committee over the 2004/2005 financial year.

RECOMMENDATIONS

1. That the 2004/2005 Financial Year Funding & Service Agreement with Enterprise Waitakere report be received.
2. That the priorities listed below for the 2004/2005 Funding and Service Agreement with Waitakere Enterprise Trust Board trading as Enterprise Waitakere be approved:
 - Business Services:
 - Enterprise Incubator;
 - SME Support;
 - Maori business development;
 - Pacific Island business development.
 - Responsiveness & Advocacy:
 - Strategic Issues;
 - Advocacy & Networking;
 - Collaboration with strategic partners.
 - City Image & Investment:
 - Investment Attraction;
 - City business image.
 - Sector Support:
 - Employment & Skills;
 - Cluster Development (film, tourism, organics, marine);
 - Supporting growth sectors.
3. That the action taken in amending the payment schedule for Enterprise Waitakere as set out in the report be approved for 2004/2005 only.

Report prepared by: Jen Cook, Partnerships and Advocacy Leader: Economic Development.



9 WAITAKERE ETHNIC BOARD

PURPOSE OF THE REPORT

The purpose of this report is to provide a progress report on Council's relationship with the Waitakere Ethnic Board.

BACKGROUND

The Waitakere Ethnic Board emerged from the New Out West collaborative process in response to calls from ethnic communities for the establishment of a mandated ethnic advisory body for Waitakere City.

The Waitakere Ethnic Board made a presentation to Council's December 2003 meeting requesting formal recognition and funding assistance from Council. The Waitakere Ethnic Board request was referred to the City Development Committee for consideration.

At its 5 February 2004 meeting, Council's City Development Committee resolved:

- *“That the City Development Committee approves in principle, recognition of the Waitakere Ethnic Board as the body representing the city's ethnic communities, subject to further work being undertaken on the issues noted in this report.”*
- *“That Council officers be authorised to enter into dialogue with the Waitakere Ethnic Board on the issues noted in this report and in the Waitakere Ethnic Board presentation, and report back to the City Development Committee on progress.”*
- *“That a representative be appointed to assist the Executive Committee of the Waitakere Ethnic Board and to facilitate communication between the Board and Council.”*

77/2004

At its 6 May 2004 meeting, Council's City Development Committee resolved:

- *“That Councillor Annette Fenton be confirmed as Council's representative to the Waitakere Ethnic Board and to facilitate communication between the Waitakere Ethnic Board and Council.”*
- *“That a further progress report on the Waitakere Ethnic Board be tabled at the July 2004 City Development Committee meeting.”*

721/2004

At its 8 July 2004 meeting, Council's City Development Committee resolved:

- *“That a Waitakere Ethnic Board/Council workshop be held in August 2004 to clarify mutual expectations of a Memorandum of Understanding.”*
- *“That a draft Memorandum of Understanding between Council and the Waitakere Ethnic Board be developed.”*

1192/2004

STRATEGIC CONTEXT

Waitakere City Council's vision as expressed in its Long Term Council Community Plan 2003 - 2013 is for a city that:

- celebrates and sustains its people;
- has a strong sustainable economic base;
- honours its environment and
- builds on its cultures and heritage.

The new Local Government Act 2002 requires councils to engage with their communities and Waitakere City Council has made an early commitment to this in its Long Term Council Community Plan, aiming for a process of engagement with Waitakere's ethnic communities to be in place by 2004/2005.

ISSUES

Formalising the Relationship between Council and the Waitakere Ethnic Board

The Waitakere Ethnic Board has sought to formalise the relationship with Council through a Memorandum of Understanding similar to that developed between Council and the Pacific Island Advisory Board.

A workshop was held between the Waitakere Ethnic Board Executive and Councillors on 5 August 2004 to discuss expectations the parties have of each other and the form, scope and contents of a Memorandum of Understanding. It has been suggested that the Memorandum be called a Community Partnership Agreement to more effectively reflect the spirit of the relationship.

A6-A10 A joint working party with representatives from the Ethnic Board, Councillors and Council staff was established to develop a Memorandum of Understanding document attached at pages A6 to A10 as a draft for consultation with ethnic communities through the Ethnic Board.

As the consultation period (mid September – mid October 2004) coincides with the election period, the Committee may wish to delegate authority for signing off the final draft of the Memorandum of Understanding to the Chief Executive.

It is expected that the final draft Memorandum of Understanding will be brought back to a full Council meeting following the 2004 Local Body Election for adoption and signing by both parties.

RESOURCES

Budget is available to support ethnic liaison activities in the Annual Plan 2004/2005 and the Strategic Partnerships team has a dedicated staff resource to work on migrant and refugee issues.

It is expected that the process of developing a shared work programme will identify additional resource needs for consideration during the Annual Plan 2005/2006 process.

CONCLUSION

A Memorandum of Understanding with the Waitakere Ethnic Board will support Council's commitment in the Long Term Council Community Plan to having a process for engaging with ethnic communities in place and symbolise Council's commitment to working with the city's migrant and refugee communities in a meaningful way.

RECOMMENDATIONS

1. That the Waitakere Ethnic Board report be received.
2. That the attached draft Memorandum of Understanding between Council and the Waitakere Ethnic Board be approved as a draft for consultation with ethnic communities through the Waitakere Ethnic Board.
3. That the Chief Executive be delegated the authority for signing off the final draft for consideration of a full Council following the 2004 Local Body Election.

Report prepared by: Monica Sharma, Partnerships & Advocacy Leader: New Migrants.



10 **SAFE WAITAKERE INJURY PREVENTION**

PURPOSE OF THE REPORT

This report provides information on the six-monthly report to the Ministry of Health and the Review currently being undertaken of the Safe Waitakere Injury Prevention programme.

BACKGROUND

The Safe Waitakere Injury Prevention programme is funded by the Ministry of Health on a contract currently valued at \$215,000 per annum.

The programme is hosted by Council which holds the contract, employs the Programme Manager and supports the project administratively under the terms of a Memorandum of Agreement with the Board. Council is represented on the Board by Councillor Brady.

The Board sets the strategic direction for the project in line with the Memorandum of Agreement with Council. Council has a sub-contract with Te Pikiora Maori Health Trust for the provision of services to Maori and with Pasifika Healthcare for the provision of services to Pacific Islands People.

STRATEGIC CONTEXT

Council has a long-standing commitment to community safety symbolised by the city's accreditation as a Safe Community and the adoption of a 'Safe City' as a key strategic priority in the current Long Term Council Community Plan.

ISSUES

Report to the Ministry of Health

A11-A29

The Safe Waitakere Injury Prevention Board provides a six-monthly report to the Ministry of Health. The recent report covering the period 1 February 2004 to 31 July 2004 is attached at pages A11 to A29. This has been approved by the Board and forwarded to the Ministry. A one year contract is currently being signed with an end date of 31 July 2005. It is expected that a two or three year contract will be in place from 1 August 2005.

Review of Safe Waitakere Injury Prevention

The Safe Waitakere Injury Prevention programme has now been in place for ten years. The Board believed it was timely to review directions and procedures to ensure that the overall programme stays in a strong position to deliver quality work in injury prevention. The priority focus areas for the Review were identified as:

- Relationships, roles and responsibilities
- Contracting and subcontracting
- Shared vision, planning and working together

A consultant from Maachi Limited has undertaken this Review; he has interviewed twenty five individual stakeholders as well as facilitating separate workshops with Maori interests, Pacific interests and with the Board itself. The resulting report will be tabled at the Board meeting on 14 September.

Discussions to date indicate that there is an emerging consensus about the issues and recommendations that are likely to be tabled in the report to the Board. A report on the outcomes of the Review will be presented to Council at the first opportunity after the September Board meeting

CONCLUSION

The six monthly report on the SAFE Waitakere Injury Project to the Ministry of Health is presented for councillors' information.

A comprehensive Review of the SAFE Waitakere Injury Prevention is currently being undertaken by an independent consultant.

RECOMMENDATION

That the Safe Waitakere Injury Prevention report be received.

Report prepared by: Margaret Devlin, Programme Manager, Safe Waitakere Injury Prevention.



11 PROPOSED COMMUNITY LAW SERVICE FOR WAITAKERE CITY

PURPOSE OF THE REPORT

The purpose of this report is to inform the City Development Committee of the key features of the proposed Waitakere Community Law Service and to outline the process that has been used to develop the service delivery proposal.

BACKGROUND

Significant numbers of people in Waitakere have difficulty accessing legal services and for many years people working in the community have expressed a critical need for a community law centre in Waitakere City. Until now, attempts to obtain funding for a centre have been unsuccessful, largely because the Legal Services Agency, as the primary funder of law centres, has not wanted to support the development of any further centres in the Auckland region.

At the end of 2003 a group of people from a range of community organisations in Waitakere met with the Legal Services Agency and representatives from the existing Auckland community law centres to discuss unmet legal needs in the city and identify some of the options for meeting those needs. As a result of this meeting the Legal Services Agency has advised that they would now be keen to fund a new service in Waitakere City and have invited the Waitakere community to develop and submit a service delivery proposal.

STRATEGIC CONTEXT

There is considerable evidence showing that peoples' ability to access justice and resolve their legal difficulties has a direct impact on their wellbeing; this is particularly significant if those difficulties revolve around issues such as housing, employment, debt, family violence, benefit entitlement and education. The law service will focus in the short term on increasing the availability of legal services to deal with these types of issues by providing a new advice service and by building the capacity of community organisations to assist people more effectively with lower level legal problems. The long term goal is to work towards more people in the community becoming informed and skilled enough to prevent legal problems arising in the first place or being exacerbated. The work of the proposed law service is well aligned to many of Council's strategic commitments.

It will promote the development of strong communities and assist less able residents to obtain rights and remedies that will improve their living situations.

ISSUES

Developing the Proposal

The service delivery proposal has been developed by a working group of seventeen people representing key social service agencies who have a specific interest in community legal services, the legal profession, Auckland law centres and Council. The group has been convened and facilitated by a Council Officer who has a background in law centre work and was previously a consultant to the Legal Services Agency on the development of new law centres. The knowledge of the working party has been supplemented by additional meetings with groups likely to have an interest in the service as well as information obtained from previous surveys and needs assessments.

An information sheet was sent out in March 2004 to let people know that the proposal was being developed and invite interested people and groups to be involved; more recently a summary of the draft proposal has been circulated for feedback and input. The level of interest and support has been overwhelming and many people are keen to be involved in the development and implementation of the service once this stage is reached.

Legal Services Agency Guidelines

The service delivery proposal has been developed in accordance with guidelines issued by the Legal Services Agency. These guidelines reflect their policy commitment to improving access to legal services for those with the greatest unmet legal needs and the least capacity to pay for legal services. They require that the proposal focus on:

- Identifying communities of interest with high unmet legal needs.
- Outlining the areas of law they need help with.
- Describing the types of services they require.
- Identifying the barriers to accessing services.
- Prioritising needs and developing a service delivery model that addresses these needs and reduces barriers to access.

Legal Needs in Waitakere City

The following sources of information were used to determine sectors of the community likely to have the highest unmet needs, the nature of those needs and the barriers to accessing legal services.

- Demographic data.
- *Auckland Review of Unmet Legal Needs* – Report to the Legal Services Agency (December 2001).
- *Evaluation of the Availability of Legal Services in West Auckland* - Report to the Legal Services Board (1999).
- *Indicators of Unmet Legal Need* – Report to the Legal Services Agency (November 2002).
- Knowledge of working group members.
- Interviews with community organizations.
- Focus groups with potential users.
- Data from existing service providers.

Groups with High Unmet Legal Needs

A30-A31

It is commonly accepted that the people most likely to have difficulty obtaining legal assistance and participating effectively in the legal system will primarily be those on low incomes. Factors which exacerbate the effects of low income levels and further increase the likelihood of experiencing unmet legal needs are poor health, disability, low literacy, low educational attainment, non English speaking, family violence, gender, age, cultural difference and poor mental health. In Waitakere City a number of groups of people have been identified as potentially having high levels of unmet legal based on their either having very low income levels or a low income level combined with at least one exacerbating factor. A table, attached at pages A30 to A31, lists these groups, the most commonly needed areas of law, the types of services required and the barriers to access. The service delivery proposal provides considerably more detail than this summary by cross referencing and identifying for each community of interest the specific services most likely to be required in relation to each of the areas of law.

Model for Service Delivery

The recently developed Community Legal Services Partnerships model in the United Kingdom has been used as a basis for the proposed service delivery model. It is a method of providing legal services that is based on building collaborative partnerships between diverse groups of providers. It is a strengths - based approach that focuses on developing existing community legal services capacity and strategically filling the gaps with new services. One of the obvious advantages is that it maximises the use of available resources. It is also very compatible with the Waitakere way of working. The working group is very keen to do more than simply create a "law centre" and is aiming for the development of a comprehensive legal services community in Waitakere.

Five key outcomes with accompanying strategies and actions have been identified as a focus and direction for the work programme of the service during the establishment phase and the first two years of operation. The outcomes and some of the actions are listed here.

Outcomes

1. People with high unmet legal needs are able to access the legal services they need in Waitakere City.
2. Information and assistance is available to people to enable them to resolve their own legal issues where possible.
3. Legal services assist in addressing the multiple information and advice needs of people with unmet legal needs.
4. Legal services make the most of opportunities to contribute to systemic change.
5. Unmet legal needs are prioritised and services targeted effectively to respond to changing needs over time.

The strategies for meeting the first outcome of ensuring that people with high unmet needs are able to access legal services in Waitakere City involve:

- a. Increasing the number and range of specialist legal skills and services available to the community.
- b. Ensuring people know when they have a legal problem and where to go for help.
- c. Providing legal services that are accessible and culturally appropriate.
- d. Establishing a comprehensive network of community legal advisors.

Actions	Work Programme
Build the capacity of existing services	<ul style="list-style-type: none"> • Train community groups to provide information and assistance • Provide specialist backup support for community groups (phone line) • Widely disseminate up to date resources and information • Assist CAB's to reach target groups • Strengthen CAB's capacity to provide legal assistance • Compile database and directory of existing services • Develop robust referral systems • Identify potential providers • Establish and co-ordinate a network of legal service advisors • Encourage Unitec to provide a Community Legal Advisors training course
Increase provision from outside the city	<ul style="list-style-type: none"> • Set up legal advice clinics run by law students from Auckland University • Involve other Auckland law centres in service provision and support • Increase access to regional and national statutory agencies
Gain support from the legal profession	<ul style="list-style-type: none"> • Inform about value of new service • Involve in the development of the community legal service • Build relationships around projects of mutual benefit
Establish new community legal centre	<ul style="list-style-type: none"> • Establish the new legal centre as the hub of training, ongoing support, resource provision and co-ordination for city wide legal services.

Operational Structure and Funding

Funding of approximately \$180,000 has been requested from the Legal Services Agency to employ two workers and assist with the establishment costs. It is proposed that a co-ordinator with a community development background and an experienced lawyer be employed initially. The working group expect some indication of funding by the end of September. The working group will be replaced by a management committee who will be representative of the communities of interest and the other key stakeholders. It is anticipated that the service will form its own legal entity and become an incorporated society.

The ideal premises would be a shop front location in Henderson with outreach services provided at other venues around the city. Work has begun investigating potential sites. It is hoped that the community law service will be co-located with another complimentary service such as the Learning Shop which is currently at a similar stage of development. Funding is being sought from other sources such as the Licensing Trusts to pay for the cost of premises for the first three years.

RESOURCES

Council resourcing for the Waitakere Community Legal Service in the 2003/2004 budget has been the staff time involved in convening the working party, undertaking community consultation and developing the proposal. No funding has been sought in the 2004/2005 budget but a further commitment of staff time during this period would substantially contribute to the successful establishment of the service.

Staff will pursue the development of an ongoing collaborative work programme with the group in order to address wellbeing or other issues of concerns to its citizens. It is not intended that Council will have ongoing involvement in the structure of the entity.

CONCLUSION

The Legal Services Agency has asked for a service delivery proposal to be submitted for the establishment of a community legal service in Waitakere City. A working group representing interested parties has been convened by a Council Officer and they have developed and submitted a service delivery proposal. It is expected that the Legal Services Agency will give some indication as to funding by the end of September.

RECOMMENDATION

That the Proposed Community Law Service for Waitakere City report be received.

Report prepared by Sue Dodds, Partnerships and Advocacy Leader, Children and Youth.



12 CORBAN ESTATE ARTS PRECINCT DRAFT CONCEPT PLAN

PURPOSE OF THE REPORT

This report proposes the City Development Committee adopt the Corban Estate Arts Precinct Preliminary Concept Plan in principle, as the basis for detailed investigation and collaboration with key stakeholders. Another item on this agenda relating to the historic Henderson Rail Station relates to this report, as a component of the Preliminary Concept Plan.

A32-A51

The full report and plans have been circulated under separate cover. Attached at pages A32 to A51 are the text components of the plan. All direct excerpts from the Concept Plan are identified in quotation marks. Any changes recommended from the Councillor workshop held on Friday 27 August will be presented verbally to the Committee.

BACKGROUND

The 9.6 hectare property known as the Corban Estate was established as the home of Corban Wines in 1902. It was purchased by Waitakere City Council in 1991 from Magnum Corporation for \$1.2 million as a community asset. Since then, focus has been on developing a viable concept plan for the site, which would combine a range of activities within an overarching vision.

Over the past 10 years, the Henderson Revitalisation project has delivered a comprehensive programme of strategic planning and development, which provides a framework for the Corban Estate to play a role within the town centre and Waitakere City development.

History Overview

Date	Milestone
July 1991	Council purchases Corban Winery Estate. The initiative came from Council members who saw the property as being suitable for use as a recreational/ leisure/cultural facility.
January 1992	Council takes possession of the Estate. A Steering Group is established to consider property management, financial structure and prepare a concept plan. Public consultation suggested a wide range of uses for the property, including recreation/ sport, heritage and performance/ event/ arts uses. The Steering Group recommended establishing a Trust to manage the site and prepare a concept and development plan to develop the site as a cultural/ heritage/ recreational facility as a key part of the Henderson Town Centre and to approve in principle the use of a portion of the property as a Basketball Stadium. The Council adopted these recommendations and a Corban Winery Trust Deed was prepared.
November 1992	Following the 1992 Triennial elections, the Projects Special Committee confirmed the decisions of the previous Council and recommended the use of the warehouse areas for basketball. The Trust Deed was finalised and a lease drawn up for basketball use of the warehouses. The Committee also selected Trustees.
July 1993	The Trust Deed was executed between the Trustees and Council. Council supported the Trust by way of an operating grant.
1995	Henderson 20-year strategic plan identified Corban Estate as a key site for 'development for community arts and tourism related activities'.
March 1996	Henderson Roding and Transport Workshop focused on Corban Estate as providing a mixed-use site, the core focus as above, but with in a residential component for 24-hour security and the main access road from GNR & Lincoln intersection.
June 1996	The Trust reported to Council its concept development plan based around a national heritage wine centre. The Trust then continued to seek investment support in the marketplace for the development.

Date	Milestone
March 1997	The Council determined through its Annual Plan process not to provide an operating grant to the Trust for 1997/98, due to concerns about the Concept Plan's focus on the commercial and heritage values of the site and away from the community use as the main basis for development. It was also reliant on a core commercial investor / operator, which was not forthcoming. The Trust prepared a further development plan for the property looking at how the Estate could be developed commercially looking at how the Estate could be developed commercially while still incorporating some community use. A joint report on the development plan was commissioned from the Trust Board and Waitakere Properties Limited.
November 1997	Council reviewed the joint report and decided to re-examine its vision for the Estate given the absence of development to date and its own progress in creating a more specific strategic context for development. A Council workshop identified the following key components for Estate development: An events centre with flexibility for events, performing and fine arts, cultural and ethnic activities, festivals and conferences. A strong community component with facilities for markets and community festivals. The heritage of the Estate including the homestead and wineshop and possible location of the Church. Some development – including residential and mixed use development on the northern area of the site, together with commercial development in the form of restaurants and wine bars in the core of the Estate. An inner-city park area focused around the glade and the stream with an eco-garden component. Improved access in association with any development.
1999	Council establishes the Waitakere Arts and Cultural Development Trust with a brief to develop art and culture across the city, with an initial focus on the Henderson area, to develop an arts and cultural hub on the Corban Estate.
2000	Waitakere Properties Limited developed residential on northern part of site.
2001	The Estate was assessed by UNITEC and Auckland University of Technology as the potential site for a Waitakere Tertiary Campus. Henderson Concept Plan Workshop reconfirmed the value of a performing arts and cultural precinct directly linked into the town centre as a regional visitor attraction and to provide the arts component as an attraction for business investment and talent to the area.
2002	Corban Estate Arts Centre opens.

STRATEGIC CONTEXT

Corban Estate is identified in the Waitakere City Arts and Cultural Strategy as one of two key arts precincts, which contribute significantly to the cultural infrastructure of the city.

The Long Term Council Community Plan 2003/2013 identifies “flourishing arts precincts” (e.g Lopedell House and the Corban Estate) as a priority in the short and medium term.

Corban Estate is also a lynchpin in the wider Henderson Town Centre. Its development and enhanced connections to the centre are a key focus for the future. The Corban Estate has the potential to become a major arts and cultural facility for Waitakere City and provide a unique regional attractor within the Henderson town centre area. Council's Arts and Cultural Strategy adopted 2003, proposes this project as a priority for the City. Within the Henderson Concept Plan and work programme it is referred to as development area 'precinct 4' and a number of initiatives are included in the wider work programme that will integrate the 'Arts Centre' into the town centre, civic centre and tertiary area, the leisure facilities and the public transport systems. Development of this site will contribute to achieving Council's strategic objectives in relation to both town centre development and development of arts and cultural activities in the city while providing a unique environment for leisure and educational activities.

ISSUES

Concept development process

The preparation for the Concept Planning process has been thoroughly researched. The Arts and Cultural Strategy (2002) and Auckland University of Technology Research (Arts and Cultural Needs in Waitakere City, 2000) indicated there was a definite need for an arts precinct in Waitakere City, and this was strongly supported by the wider community.

Stakeholder consultation included two workshops, the first on 25 May 2004 (attendance of 50) focused on brainstorming the possibilities for the Estate development, the second on (attendance of 25) on feedback to the preliminary concept. Because there were no Maori arts representatives in attendance, two Maori arts hui were also facilitated, with a similar focus. Individual group and individual discussions were also facilitated as required, such as with Pacific Island Advisory Board representatives. Where appropriate, the Arts Manager took the opportunity of attending relevant meetings for further discussion, such as with the Waitakere Central Community Arts Council.

The key groups involved were:

- Waitakere Arts and Cultural Development Trust;
- Waitakere Central Community Arts Council;
- Pacific Islands Advisory Board and Pacific Island Arts Trust (The Mamas);
- Waitemata Theatre;
- Artists currently using studios at Corban Estate;
- Corban Estate tenants;
- The Henderson Heritage Trust;
- Te Taumata Runanga;
- Te Kawerau a Maki;
- Ngati Whatua o Orakei.

It is recommended that the preliminary Concept Plan, developed with stakeholder input, be used as the basis for wider investigation and consultation exercise as part of the Long Term Council Community Plan 2006/2016 process.

Terminology

The terms coined during concept planning are labels for areas of activity. The actual naming process should be determined as part of further development and consultation work.

The Vision for Henderson

In 2001, an overall concept plan to guide the future development of the Henderson Town Centre and surrounding business district was undertaken. The Plan indicated Council-owned sites in the town centre and focused on the future development of these sites to act as catalysts to leverage adjacent private redevelopment. Council's key objectives for the area are to provide a balance of business, arts, leisure and residential opportunities within a higher-density development pattern. This mix will attract and provide confidence to future investors. An economic and employment strategy was also developed that indicated key initiatives to improve the local economy and attract regional visitors who would otherwise spend money earned elsewhere.

This detailed, comprehensive planning work provides a business case for location of key projects, including a commitment to:

- Henderson as Waitakere City's Central Business District;
- Waitakere Central;
- Henderson Transport Interchange;
- Waitakere Central Library/ Unitec Campus;
- Youth Facility;
- Heritage themes;
- Connections/ bridges/ paths.

The Vision for Corban Estate

The Corban Estate Arts Precinct must help to create the "critical mass" of activities and destinations that will ensure Henderson is successful sub-regional Centre. In order to achieve this, it must be a distinctive arts centre, offering something different from other places and yet be readily accessible and welcoming to the broadest range of potential local and regional visitors.

The Concept Plan says the Estate will serve a vital role within Waitakere City as a focal point for all types of creative and artistic endeavours. "The precinct is envisaged to embrace and nurture the creativity that abounds within the City. The objective is to create a unique, vibrant destination for not only the residents of Waitakere City, but also the people of wider Auckland. Once fully developed, the precinct will have the potential to attract visitors from well outside the Auckland region."

The Estate will creatively accommodate a community of creative activity. This community will provide an ideal setting for creative innovation, "cross-pollination" of ideas, practice and production, with an emphasis on showcasing local arts and talent.

There will be ongoing studio practice, complementary and integrated arts activities, programmed events, workshops, sales and casual meeting and reflection places, all within an environment of an attractive, quality walking environment that pulls people around with continual points of interest.

The final site layout will create a movement that stimulates a sustainable economic outcome for all tenants, and the relationship between passive viewing, active participation and sales needs to be finely tuned. The layout will also create a safe environment, with "eyes on the street" and creating the closest possible demonstration of a 24-hour attraction and activity centre. This means places for participation and of interest for the whole family demographic.

There will be flexibility about the spaces and buildings to allow for futureproofing, all founded on a basis of artistic design and good urban design principles.

The Concept Plan should be “viewed as a starting point which draws together a diversity of community input. Careful consideration and research has gone into the concept’s framework. It is envisaged that further detailed research will build on the preliminary concept, fleshing out individual components of the precinct in greater detail.”

Key linking themes

- **Access**

The Concept Plan emphasises the need for easy, logical access and movement routes on to the site and around all the activities. This would allow a well-designed “street frontage” special character to be developed for the main buildings and all activities that need regular public access and exposure. There would also be a coordinated design for the pedestrian art trails linking the site. This means all visitors will have a special experience right from their arrival to the site, adding to the unique nature of the attraction. The Concept Plan emphasises good access as essential to the precinct’s development, and identifies the current cul-de-sac arrangement as a key threat to its success. The Concept Plan proposes an Opanuku stream arts bridge as a solution to this challenge, and initial geotechnical and design exploration indicates this is a viable option, as well as a logical desire line for many local residents regular movements. The arts bridge proposal needs detailed investigation by staff as part of the next stage of the project.

- **Integrating the natural and built environment**

Stakeholders were remarkably united on their emphasis that Corban Estate has a special natural environment, which needs to be integrated into the development of the built environment, and this has also been woven throughout the Concept Plan proposals, such as creating the opportunity for outdoor performances. “Over 50% of the site is to be retained as natural open space, while another large portion will be developed as urban open space.”

- **Heritage**

The themes identified by stakeholders included wine, Henderson’s history in general, Maori and European cultural heritage, and the natural heritage. These informed consideration of treatment of the Estate, as well as the activities themselves.

- **Pedestrian Environment**

The entire development concept is informed by Waitakere City’s good design principles. As such, it is proposed there be pedestrian scale and focus to the quality of the environment. In particular it is proposed there be a Pedestrian Square, a main pedestrian street and a pedestrian lane. The Square will act as a central hub or focal point, the street as the key formal connector between activities, and the lane as an informal, smaller scale connection. All the spaces would be designed to be flexible enough for supporting scheduled activities such as market days and festivals, as well as casual use, such as meeting friends for lunch.

- **Parking**

“The design philosophy for the precinct’s on site parking is that it should merge subtly in with the precinct urban form. Grade car parking will be dotted around the precinct in small sensitively located clusters. Some of the clusters could be ‘greened’ via the use of new products which enable grass to be grown yet still support the weight of vehicles. Parallel parking will also be available in bays along the main through road.

Car parks will also be positioned within or between buildings out of sight of visitors walking the main pedestrian areas. In the short term a temporary car park could be established on the lower portion of the 'future expansion zone.'

KEY COMPONENTS

- **Performance Centre**

The Performance Centre is proposed to form one of the precinct's key pieces of infrastructure and the cornerstone of the development, and therefore a detailed feasibility for this space was undertaken.

The Concept Plan states: "Research has determined that the traditional style performance auditorium originally proposed for the precinct is not viable. An alternative facility comprising a main flat floor space was determined to be more viable and a better fit within a regional niche. This space is capable of nine main configurations which are created with the aid of retractable internal acoustic dividing walls and a retractable external building wall."

CONFIGURATION	TYPE OF USE	SEATING NUMBERS
Theatre performance	Theatre performance with flat stage	230
Performance in the round	Central stage with tiered seating either side	460
Lectures (x2)	Two simultaneous lectures	230 x2
Proscenium stage	Proscenium stage performance with tiered seating	460
Undercover stage	Undercover performance to an externally seated audience	2,000 +
External performance and undercover audience	Audience seated within the Centre and performance taking place externally	100
Seated dining	Large convention with seated dining or large dinner theatre	400 - 480
Large Convention	Convention and speech in the round	670
Mixed use simultaneous	Small convention, lecture, rehearsal etc	Various numbers

"Complementing these spaces is a series of three drama rehearsal rooms which can also be used for small performances. These three spaces transform into dressing and green rooms for larger productions. The Centre also contains two storage rooms, loading dock, large foyer, toilets, kitchen, café, administration offices, two meeting rooms and a kitchenette.

The external walls of the main performance space slide open to create New Zealand's largest open stage capable of supporting large performances including dance, drama and kapa haka. The external façade of the building also accommodates a large screen for external open air film presentations. A small control / projection pavilion in the centre of the outdoor seating space houses the lighting and sound control equipment for outdoor productions.

The conceptual design of the Centre generates the widest use patterns possible while remaining a viable and accessible community facility. Considerable emphasis has been placed on creating a facility with the widest possible economic and social multipliers without compromising its core artistic integrity. The Centre is designed to be a cornerstone of the precinct's development."

- **Outdoor performance spaces**

"The precinct contains a number of outdoor performance spaces the main two being located adjacent to the Performance and Pacific Cultural Centres. Additional spaces such as the focal square also have significant potential as performance zones. These spaces are vital in retaining the precinct's sense of open space and natural ambience."

- **Arts studios**

Studios are proposed for: printing, photography, ceramic firing, professional ceramic work, community ceramic work, metal, wood, jewellery, drawing/teaching, and three clusters for individual artists.

- **Nga Toi Ora (The Living Arts Facility)**

"Nga Toi Ora is envisaged to be the heart of Maori arts activity within the precinct. The facility will be designed to expand over time and be multi functional. As with the Pacific Arts and Culture Centre, users of the facility will be able to utilise different spaces throughout the precinct so that a duplication of facilities does not occur.

Nga Toi Ora will have strong connections to the surrounding landscape which will accommodate a variety of functional spaces including outdoor seating and performance areas. It is envisaged that the types of spaces required within Nga Toi Ora will evolve over the coming months. Preliminary workshops have identified spaces such as:

- Flexible gallery / exhibition space
- A foyer suitable for ceremonial functions (e.g. powhiri)
- Food preparation areas
- Spaces suitable for teaching
- A crèche or area for children
- Storage spaces
- Office spaces
- Resource room"

- **Pacific Arts and Cultural Centre**

This will enable the heart of Pacific arts in the City to grow and flourish from its current roots. The following spaces have been proposed based on discussion and preliminary research conducted by the Pacific Islands Advisory Board:

- "Pacific Centre Interactive Education / Craft Spaces (120m² x 2) - Comprising two teaching / education spaces both with a moderate to high stud height, these spaces form the backbone of the Centre's stage one development. They are used for teaching crafts and dance to school students and visitors. Both spaces will be sound proofed and have good acoustic qualities. The spaces will be linked to the Centres main foyer.

- Pacific Centre Foyer and Offices (90m²) - The foyer space and offices are designed to be expanded over time as the Centre develops. The foyer is large enough to accommodate stalls to facilitate the sale of crafts until such time as a shop can be accommodated.
- Pacific Centre Glass House (300-400m²) - This space contains a central courtyard suitable for small performances or internal dining in poor weather. The potential exists for the space to contain a small winding path between a diversity of tropical plantings. The glass house will have links to the open space, pond, umu pit and foyer.
- Pacific Centre Umu Pit, Landscaping/ Courtyard and Small Raised Stage (200 - 250 m²) - These spaces serve as an 'in season' outdoor function / entertaining area. Thatched shelters accommodate food service areas and shelter visitors. Spaces link with both the glasshouse and areas of additional external landscaping.
- Pacific Centre Pond and Lower Performance Area - The landscaping will include an arts bridge over the pond, pathways, plantings, a simple outdoor stage designed to withstand flood events and terracing. This area will link with the main built Centre through a series of strong view shafts and pathways. Some of the functions of the umu pit area will need to move down into this lower area as the Centre's 'growth footprint' expands.
- Pacific Centre Growth Footprint (minimum of 250m²) - This area is an open space suitable for further built expansion in the future. For example, it may be used for a dedicated audio visual presentation space."

- **Gallery spaces**

The precinct is envisaged to contain one or two gallery spaces independent of the temporary gallery space that may develop occasionally in facilities such as Nga Toi Ora. These commercial gallery spaces are likely to be located within the retail sections of the precinct.

- **Paper mill**

This project has been signalled as a potential Eco-City attraction for some years, with the intention to utilise noxious weeds, such as ginger, for a commercial use. The Mill incorporates noisy, wet activities and needs to be located appropriately.

- **Arts and Heritage Museum**

"This Museum is very much in its pre-conceptual stage at present. Befitting its future role the facility has been placed in a strong central location opposite the focal square. This location not only affords the Museum a prominence but also enables strong linkages with the adjacent wine heritage museum located in the Cellar building.

Sufficient space has been retained (1350 m² footprint) to enable the Museum to expand over time without unduly interrupting the precinct's visitor flow patterns or the activities in surrounding spaces. The conceptual framework which will underpin the Museum still needs to be developed, however the potential clearly exists for the creation of a unique and vibrant museum which is truly iconic. It is envisaged that the Museum will both support the precinct's vitality and in turn be nurtured by the different activities which take place around it."

- **Historic Buildings**

These are a key aspect of the special nature of the site and plans are proposed to continue building restoration and active use in the following:

- “Relocated Henderson Railway Station - This building, once restored, is envisaged to become the home of the Waitakere Central Community Arts Council. When the Arts Council’s classes exceed the capacity of the historical building the precinct’s purpose-built studios would be utilised.
- The Still Building - After restoration, the still building is envisaged to house a range of studios suitable for loud, wet and dusty activities such as metal and woodwork studios or a Paper Mill. The building will serve as a buffer to block noise from the main rail corridor.
- The Cellar Building - This space is anticipated to be transformed into an interactive wine heritage museum drawing strongly on the precinct’s previous incarnation as a working vineyard. Parts of the building may also accommodate studios and boutique commercial activity upstairs.
- The Homestead and Garage - The Homestead is envisaged to remain the administrative centre for the precinct in the short to medium term. The Garage is likely to be used as a flexible community use space in the short term.
- St Michael’s Church - The restored church will be relocated to face the main street in the traditional way, and will provide a small events venue. The Henderson Heritage Trust is committed to restoring both this building and the Railway Station.
- Wine Depot - This small brick building has an iconic presence right on the Great North Road. A project to add a strong artistic statement to this building as a signal of the Precinct nearby will be initiated. This may be seen as an element of the extended arts trail along this major thoroughfare.”

- **Tram Storage Building**

“The tram network proposed for Henderson offers the precinct a unique opportunity. The potential exists for the trams to cater to two distinct markets: a local commuter and a visitor market. The former group would primarily use the tram line as a method of moving around the Henderson CBD for core transportation reasons. These commuters will require a direct, efficient and fast service. The latter market is likely to see the tram more as a visitor destination in its own right. These visitors are less likely to be concerned with speed and more with a quality experience and interesting locations.”

This building is near the Opanuku Stream Vehicle Arts Bridge, and acts as an interactive display in its own right for visitors while trams are not operating, with a self-operated commentary. Careful consideration will be given to designing the building so that it blends in with the surrounding historic buildings.

- **Future Expansion Zone**

“Provision has been made on Lot 2 for a future expansion zone which can be utilised for activities which support the precinct’s arts focus. These future activities may not be arts activities specifically, however, they will be uses that support the vibrancy of the precinct. Examples of potential uses include boutique hotel accommodation and commercial spaces, possibly spaces aligned to Council’s film cluster development. It is important that these uses add to the economic vibrancy of the precinct.”

- **Boutique Commercial**

“Strict precinct design principles will ensure that the boutique commercial spaces have little negative impact on surrounding activities. Many of these spaces can be above street level and need not have any impact on the visitor’s perception of the arts precinct. The benefit of introducing such spaces lies in the generation of weekday pedestrian traffic.

For example, a small human resources company could act as an attractor pulling people onto the site and generating increased foot traffic. Such a business could have linkages with the arts industry by focusing a proportion of their business on filling part time or casual film industry positions.

Other examples of commercial operations which act as attractors include physiotherapists and chiropractors. These industries are not reliant on foot traffic as, once established, clients actively travel to appointments.

These types of operations are important because each new visitor increases the potential money that will be spent within the precinct, for example at a café or gallery. However, even more important is the way in which the profile of the precinct is raised. People that would not ordinarily have visited an arts precinct do so inadvertently and are then exposed to what the area has to offer. These people then become potential users of the precinct’s services.

The boutique spaces also have the potential to be used for the development of an arts incubator or as offices for creative industries aligned to the arts. For example, the precinct could be very attractive to smaller firms developing to support the film industry.”

- **Artists Accommodation**

“The precinct will be designed to accommodate a number of artists-in-residence apartments. These apartments are positioned to enable good view shafts over large areas of the precinct. The spaces add vibrancy to the streetscape as they include visible deck areas and windows overlooking the main street. They also play a vital role in the precinct’s security as passive surveillance acts as a deterrent to criminal behaviour.”

- **Retail**

“The retail spaces, like the boutique commercial spaces, have a key role to play in the precinct’s long term development. They are envisaged to align with the arts and act as meeting places, creating the opportunity for accidental meetings. Tenants within these spaces will also need to operate businesses that have the potential to attract clients rather than being heavily dependant on casual foot traffic. For example, these spaces could accommodate an arts supply shop, gallery, art cooperative or resource exchange centre.”

STAGING DEVELOPMENT

Staged investigation is essential for affordability reasons and ensuring the fundamentals are in place when key activities begin operation, and a critical mass is achieved early in operation.

It is recommended the following stages be adopted as a basis for the feasibility study. This staging may be amended considerably once the feasibility work has been completed.

Stage One: Infrastructure

- Opanuku Stream Vehicle Arts Bridge investigation and design - essential to underpin access issues and provide structure for the site.
- Stormwater infrastructure.
- Street treatment.

Stage Two: Core Facilities

- Performance Centre - signature space and facility.
- Outdoor performance space - major relationship with the Performance Centre.
- Pacific Arts and Cultural Centre - urgency due to fire, current seeding funding available.
- Arts studios - current viable operation with expansion potential.
- Historic building restoration - continue current programme, Henderson Heritage Trust facilitating community investment.
- The focal square - key focus.
- Art trails - important first experience for visitors.

Stage Three: Facility development

- Nga Toi Ora.
- Bridge construction to maximise growth.
- Museum.
- Remaining arts studios.
- Boutique commercial and retail spaces.
- Artist accommodation.

Stage Four: Landscape development

- Project twin Streams link.
- Reinforce walking trails and connections.

MANAGEMENT ISSUES

There is a need to develop a citywide arts governance policy and strategies for implementation. This needs to be developed in the context of the City's arts and cultural aspirations and in partnership with the existing organisations.

"Establishing a sound management structure for the precinct will be essential for its ongoing vibrancy and success. It is the human capital and how this is organised, supported and managed which will be the key to ongoing success... A coordinated management structure is also essential so that the precinct's design functionality can be utilised fully. This may take the form of management coordinating road closures to create the enlarged pedestrian street or planning an events' calendar to make the most of the outdoor performance spaces. The precinct must also develop and retain a strong brand and undertake a strategic marketing programme.

"The centralised management body could also be responsible for employing core staff such as a Performing Arts Manager whose responsibility it would be to organise a performance arts calendar incorporating a rich and diverse range of traditional and contemporary presentations. These events could take place throughout the precinct in multiple facilities, but be based in the Performing Arts Centre.

“International multi sport developments serve as one example of how this can be achieved. Many of these developments operate under a centralised management structure which is responsible for core site maintenance, marketing, branding, administration and strategic planning. Sitting below this structure a range of autonomous sports clubs operate all with their own strong identities, cultures, revenue streams and management structures.”

Project Feasibility

The Concept Plan presents a comprehensive plan of development for an arts and community precinct at Corban Estate. No detailed cost analysis has been undertaken as yet nor has any project specific feasibility work been undertaken to ascertain whether the precinct as a whole or individual components of it would work financially. In addition the potential for developmental proceeds from any development, or any level of Council or other subsidy or funding that might be sought is yet to be outlined.

On that basis it is too early for Council to express any substantive support for the Concept Plan at this time, other than proving that further work to address the issues outlined here be undertaken. Accordingly further work is recommended before more detailed decision making can occur.

RESOURCES

Work currently being undertaken and that proposed is resourced within the current Annual Plan allocation for developing the Corban Estate.

CONCLUSION

The preliminary Concept Plan brings Council to a well researched position for the next stage of detailed investigation in order that Council can make decisions on its role in the future Estate. These include governance issues, how the infrastructure will be funded, Council's role in facility funding and the potential for other strategic and operational partners.

RECOMMENDATIONS

1. That the Corban Estate Arts Precinct Draft Concept Plan report be received.
2. That the preliminary Concept Plan for the Corban Estate Arts Precinct be received and that Council approve the undertaking of further work on the Concept Plan as follows:
 - Detailed concepts for each component.
 - Detailed cost analysis of the Concept Plan and its components (including the main road and the Opanuku arts bridge).
 - Financial feasibility of the precinct as a whole and the individual components.
 - Economic analysis of the site under the Concept Plan proposal.
 - Likely funding sources for the project including any proposed Council subsidy and capital contribution.
 - Detailed proposals on governance.
3. That a further report be brought to the City Development Committee on these matters.

Report prepared by: Janet Cole, Project Manager:: Revitalisation, Janet Hannan, Principal Adviser: City Projects and Naomi McCleary, Arts Manager.



13 **HENDERSON HERITAGE TRUST BUILDING RESTORATION PROJECTS -
HENDERSON RAIL STATION AND ST. MICHAELS CHURCH**

PURPOSE OF THE REPORT

To inform the City Development Committee of the proposed work programme in relation to the relocation and restoration of the Henderson Rail Station building and the restoration of St Michael's Church. This report seeks the necessary approval to progress the programme in a timely manner alongside the Waitakere Central development.

BACKGROUND

Henderson Rail Station

In December 2002, Waitakere City Council resolved to relocate to Henderson Town Centre, to the former Carter Holt site at 2-6 Henderson Valley Road, in order to, among other things, support public transport.

Once the decision was made to locate Council adjacent to the Rail Station, a rail over bridge link to RAILSIDE AVENUE and the Rail Station became of vital strategic and functional importance. Planning for the development of the new building and the transport interchange has been undertaken over the past 18 months, and concept plans have been reported to Council in conjunction with the Waitakere Central project. The new station design does not favour the position of the existing heritage station building as it will impede both double tracking and potential electrification of the line.

The Henderson Rail Station comprises a passenger platform, shelter shed and goods shed and was built in 1897. The Council has recognised the importance of the Henderson Heritage Station by listing it as a Category I heritage building in the Waitakere City Council District Plan.

The Henderson Heritage Trust was formed in September 1999 to focus on the restoration and preservation of historically significant projects in Henderson including the Falls Hotel, the Henderson Rail Station and St Michael's Church. In December 1999 Trans Rail agreed to sell the station building to Henderson Heritage Trust to enable the Trust to acquire funding to undertake the restoration of the building. Henderson Heritage Trust has a lease on the underlying land until 2007.

Henderson Heritage Trust have made several attempts to undertake the planned restoration of the station building but these have been placed on hold due to the uncertainty of the future station precinct modifications.

In May 2004 Council received notice from the Historic Places Trust that it wished to list the station and platform as a Category II historic place in the New Zealand Historic Places Trust register under the Historic Places Act 1993. Council lodged a submission in support of the station building but not on the platform, as it is not regarded by the Council as having significant heritage value. HPT decided to register both the station and the platform as a Category II heritage site at their board meeting on 24 June 2004. This Category does not prevent the building with a platform from being relocated but will result in more scrutiny of the required (notified) resource consent process.

St Michael's Church

The Council moved the original St Michael's Church from its Great North Road site onto the Corban Estate in 1997 with the intention to restore the building to a useful life within the estate. The Council owns this building. In October 2002 the Henderson Heritage Trust and Council staff met to discuss a restoration work programme for the church. The Henderson Heritage Trust are committed to restoring the church on the estate site.

Proposed Memorandum of Understanding

Since March 2004 a sub working group of Henderson Heritage Trust and appropriate Council staff have been meeting regularly to form a Memorandum of Understanding the purpose of the document being to provide the basis for an ongoing working relationship between WCC and Henderson Heritage Trust to achieve the shared goals of both organisations in providing a quality heritage precinct within the Corban Estate Arts Precinct in line with the overall Concept Plan for the site. Through the development of the MOU Henderson Heritage Trust is committed to the restoration of both buildings the St Michael's Church and the Heritage Henderson station building on the Corban Estate Heritage Precinct.

STRATEGIC CONTEXT

Henderson is one of the three major town centres in Waitakere City and is recognised as a key centre in the urban strategy. It is the city's most centrally located town centre. There is significant opportunity for further development and redevelopment within the Henderson town centre. Good planning and co-ordination are essential to ensure Henderson consolidates its critical position as a key working environment and employment locality, hence furthering Council's objectives in creating a sustainable city.

The Waitakere Central project will play a pre-eminent role in catalysing the redevelopment of the Henderson town centre, providing a cornerstone of transit oriented development within the town centre, as well as defining Henderson as the Central Business District of Waitakere City. An analysis of the benefits of the Waitakere Central and Unitec/Waitakere Central Library has identified significant economic, social and economic benefits to the City from the projects.

The two projects together will catalyse the redevelopment of the Henderson town centre, provide a leading edge example of transit supportive development, increase street and pedestrian activity within the town centre, allow the south-western portion of Henderson to be opened up to integration with the rest of the town centre, provide a "civic heart" and to significantly boost to the "business address" of Waitakere City, provide improved access to tertiary education for the City's residents and consequently stimulate further economic activity within Waitakere City. In addition the projects will be contributed toward the Regional Growth Strategy agreements that this Council is party to, including the target of 74% growth within the City being within the existing urban area, and in particular around town centres and public transport nodes. Arts and leisure facilities placed within this mix will become regional attractors keeping people in the area for longer periods of time and spending money earned elsewhere.

The past social history of the Corban Estate has resulted in a number of buildings highly valued in the terms of heritage importance. There is a number of buildings worthy of restoration and the opportunity to further add to this heritage cluster to enable not only an active mixture of arts and cultural activities on the site but a place that will attract all generations to visit and understand the early history of Henderson.

ISSUES

Plans for the track alignment at Henderson have been developed by Tranz Rail with input from and agreement by New Zealand Railways Corporation, Auckland Regional Council, Auckland Regional Transport Network Limited and Waitakere City Council.

The plans for the station involve using the current track, a centre platform and a second line, adjacent to the new Waitakere Central building. Given that the new platform will be built on the west side of the existing line, access to the line for maintenance purposes must be from the east, requiring removal of the current platform. Should this not be available, it is understood that the track work in the agreed configuration could not be built and this could threaten the completion of the transport interchange. This design was agreed following significant discussions between all rail parties and there are no obvious alternative solutions.

The heritage station building is listed as Category I in Council's District Plan. While Council supports the restoration of this important building, there are a number of reasons why it is not currently in its best location. These include:

- potential issues of the building canopy being too close to future electrification - planning for electrification has not yet been undertaken. However, this has been identified as an area requiring further investigation.
- the need to cut back the platform several metres as part of double tracking service area means that the canopy side of the building would be unusable as is the Railside Ave street frontage.
- the building is considered to be in a poor location from a development perspective - it is at the top of a busy t-junction, facing onto a multi-storey Mall car park and a future high density development area which all demean the heritage value and visual amenity of the building.
- the future restricted building site and size will limit the ability to attract a viable end user or business.

There are potential opportunities for use of the station at another location within Henderson, including being part of a proposed heritage tram system. Any decisions to relocate the station must be made in conjunction with the Historic Places Trust, Henderson Heritage Trust as the building owners and other parties as appropriate.

Council staff and the Henderson Heritage Trust favour the relocation of the heritage station building to the Corban Estate property. The Council is considering the future use of this site and has already, in another agenda item, and has previously determined that the property should be used for arts and heritage purposes. Already on the site are a number of heritage buildings associated with its former winery use and the St. Michaels Church building.

Over recent years a number of alternative relocation sites have been suggested and explored as options but have failed for the following reasons:

Options	Comments
Move towards Stevies Lane on Railside Ave as suggested at the Henderson 2001 concept plan workshops	Now not possible due to the Waitakere Centre air bridge location – would require further land acquisition.
Move south down the rail line	Isolates it from the centre of Henderson, high foot traffic or attracting appropriate tenant, exposes it to lack of surveillance and vandalism, would be dwarfed by high density development over time.
Rotary Park	A strip of land adjacent to a busy intersection, not an ideal space to appreciate the value of the building while negotiating traffic, no adjacent quantity of parking available to enable an end user to function.
Several sites around Henderson town centre have been proposed	These have been sites already earmarked for future development or would require cost of acquiring land or no room to enable expansion of the building to accommodate an end user.

Options	Comments
Moving it out of Henderson to play an active station role at another location along the rail line	Not acceptable to the Henderson Heritage Trust the building owners. Henderson station one of the oldest in the Auckland region and should stay as near as possible to its original site. Henderson Heritage Trust only restore Henderson located buildings therefore moving from the area raises a funding and long term maintenance issue.

Henderson Heritage Trust as the current owners of the station building recognise that its future at the existing site is under threat from progress and will not attract a viable end use therefore they have agreed to the proposed relocation based on the following reasons:

- The building stays in central Henderson.
- Is relocated adjacent to the rail line, close to its existing site.
- Will have an active arts organisation as a long term tenant.
- Aligned with St Michaels Church.
- Will be part of a vibrant high foot traffic precinct and may also function as the heritage tram terminus.
- Will come under the management of the overall precinct.

Proposed Memorandum of Understanding

A52-A58

The draft Memorandum of Understanding is attached at pages A52 to A58 between Waitakere City Council and Henderson Heritage Trust outlines the purpose, objectives and key areas of co-operation between the two parties. Key objectives of both organisations are to ensure:

- restoration of the Heritage buildings meet a high standard and have a high end community use.
- end uses are appropriate to the overall arts precinct such as arts, small events.
- the restorations assist the development of the overall vibrancy and visual attractiveness of the Corban Estate Arts precinct.
- the strengthening of the relationship between the Henderson Heritage Trust, Waitakere City Council, Corban Estate Precinct arts organisations and the wider community.

The Henderson Heritage Trust has the following key objectives:

- Acquiring heritage and historic buildings (whether absolutely or by way of lease or otherwise) in the Henderson area of Waitakere City.
- Relocating and restoring buildings it has acquired as near to its original condition.
- Allowing the historic buildings to be used for purposes beneficial to the community (including as an arts, information and recreation centre).

Most Trustees were members of The Falls Hotel Restoration Trust, which successfully completed the relocation and restoration of The Falls Hotel in Henderson.

Proposed Work Programme For The Relocation To Corban Estate

The two parties will work together to undertake a number of tasks to keep this project moving in a timely manner. It is proposed that:

- the Council will undertake the relocation of the station to the Corban Estate and to position the building and St Michael's Church on the proposed site alignment in keeping with the Corban Estate Concept Plan.
- the Council will initiate the resource consent process in consultation with Henderson Heritage Trust, HPT, the heritage architect and appropriate persons, and manage this process through to completion.
- the Henderson Heritage Trust at their cost will simultaneously commission an update of the original Henderson Rail Station Heritage Assessment by the original heritage architect and seek advice on appropriate adjacent modifications to suit an arts organisation end user.
- given Council owns St Michael's Church, the Council will need to agree to sell it to the Henderson Heritage Trust for a 'nominal consideration' and a promise to restore the church and fund ongoing maintenance and ownership of the building this will then enable the Henderson Heritage Trust to secure external funding for restoration
- Council and Henderson Heritage Trust will also need to agree the terms of the land lease for the station and ongoing related issues. These matters will be brought back to the Committee at a later date.

Relocation of the Station will require a resource consent. The likely resource timeframe is as follows:

- | | |
|----------------------|--------------------------------|
| • Early August 2004 | prepare consent documentation |
| • Late August 2004 | public notification of consent |
| • Late November 2004 | submission hearing |
| • Mid December 2004 | appeal period closes |

The timing of relocation will depend on the period required to deal with any appeals. Actual relocation will follow this process. It is ideal that both building restorations are aligned but should there be a delay with the station St Michael's Church may have to progress prior to the station.

One proposal within the plans for the Corban Estate is an additional vehicle and/or pedestrian access from Henderson Valley Road. Should this prove feasible it will, in addition to providing enhanced access to the site from the Town centre, provide a possible entry and exit point for a heritage tram proposal that is also being considered for Henderson.

RESOURCES

Facilitating the relocation of the station building and the restoration of both buildings will be managed by Strategy and Development, City Development Projects. The budget to undertake the resource consent and building relocation is contained in the 2004-2005 financial year Transport Strategy area of Strategy and Development.

CONCLUSION

The development of the Henderson Station precinct will provide for integrated links between the rail network and the different parts of the Waitakere Central development, the Henderson Town Centre and the Corban Estate, as well as connections to the rest of the region via public transport, walking and cycling.

Due to this progressive development it has become obvious that the new track design and the possible future electrification of the line means that the Henderson heritage station building is not viable in its current position. The owners of the building the Henderson Heritage Trust desire to see the building highly respected, restored and have a high end community user. It therefore supports the relocation of the station building to the Corban Estate property within the context of arts and heritage activity proposed for the estate. This project, in conjunction with the restoration of St Michael's Church, requires a collaboration between Henderson Heritage Trust and WCC to commit resources to support the mutually agreed work programmes and achieve a high standard outcome for the community of Waitakere.

RECOMMENDATIONS

1. That the Henderson Heritage Trust Building Restoration Projects – Henderson Rail Station and ST. Michaels Church report be received.
2. That the City Development Committee approve the proposed relocation of the Henderson Heritage Rail Station building to the Corban Estate Arts Precinct, and the seeking of a resource consent to enable that to occur.
3. That the City Development Committee approve the proposed work programme for relocation of the Henderson Heritage Rail Station.
4. That the Memorandum of Understanding between the Waitakere City Council and the Henderson Heritage Trust be approved for execution by the Chief Executive, following approval of the final version by the Legal Services Manager.
5. That Council officers negotiate, and bring back to the City Development Committee for approval, firm proposals for the sale of St Michael's Church to Henderson Heritage Trust, and the leasing of sites at Corban Estate to Henderson Heritage Trust for the location of the Church and the relocation of the Henderson Railway Station.

Report prepared by: Janet Hanan, Principal Advisor, Urban Development Projects.



14 SAFETY AND ACCESS BY DESIGN

PURPOSE OF THE REPORT

A59 - A80 The purpose of this report is to present the Safety and Access by Design project report and recommendations of the consultant group, and to update Council on developments with this project. The report and attachments are attached at pages A59 to A80.

BACKGROUND

The Safety and Access by Design project was undertaken by a team of consultants in 2003 and jointly funded by the Ministry of Health, the Crime Prevention Unit of the Ministry of Justice and Council.

The key objectives of better design are to:

- Reduce crime and injury.
- Help to create a 'barrier free' and connected city, where all people regardless of physical ability can move with ease.
- Create public spaces that look and feel safe.

- Ensure that new developments fully incorporate safety and access issues.
- Support better planning, coordination and partnerships around safety and access by design.
- Identify where and how the biggest gains can be made (high impact actions).

The project is the first attempt to integrate crime prevention, injury prevention and barrier-free access into a consolidated approach to environmental design.

STRATEGIC CONTEXT

Safe City is one of the Five Priorities in the Long Term Council Community Plan. The Plan sets out the following goals for the next ten years:

- Provide safe public places, services and facilities.
- Develop, implement and monitor safety standards.
- Work with others to improve safety, and reduce the fear of personal assault.
- Plan for safety and monitor progress.

The *Safety by Design Project* is identified as a current and ongoing action to achieve these goals.

ISSUES

The research component of the Safety and Access by Design project was undertaken by a team of consultants in 2003. The project was funded by Council, together with the Ministry of Health and the Crime Prevention Unit of the Ministry of Justice.

The report sets out the principles relevant to each discipline and identifies particular locations, activities and projects where they might be applied. The report pulls together a set of recommendations for future adoption and implementation.

The first recommendation concerns the development of Safety and Access by Design: Guidelines for Urban Planners. These guidelines would contain a set of generic design principles; a summary of 'best practice' design outcomes; and a 'tool kit' of engineered design solutions and standards.

Negotiations are currently underway with Accident Compensation Corporation concerning funding for the development of these guidelines. 2004/05 Annual Plan funding for the Safety and Access by Design project may also be allocated to this particular activity.

The second recommendation in the report concerns the integration of Safety and Access by Design into Council's strategic and development planning. Key to achieving this is the appointment of a 'champion' within Council who would undertake an advocacy role within the organisation and can act as first point of contact when advice is needed.

The changes within Safe Waitakere, including the imminent appointment of a part-time Team Leader portfolio position have strengthened the interface between Safe Waitakere and the rest of Council and raised its profile within the organisation. There is now a mechanism for ensuring that safety and access remains squarely on the strategic agenda. There is still a need to further develop this capacity, and in particular in the area of disability and barrier-free access.

In July 2004, Cr Stone and Margaret Devlin delivered presentations on the injury prevention component of the project at three conferences in Europe, and opportunities and requests are being received to share the project with other Councils and organisations within New Zealand.

The third recommendation concerns Council's projects and operations. In this respect, the integration of Safety and Access by Design principles into Council planning and development is proceeding across a range of key Council initiatives. The 'team' of consultants has been called in to advise on the Henderson Library/UNITEC Campus project; Waitakere Central; the New Lynn Concept Plan; Henderson revitalisation; the "Paramuka" community facility; the Twin-Streams Cycle and Walkway, and most recently, the proposed Westgate development. The New Lynn project involved the team in a pedestrian safety and access mobility study of the town centre and main arterials.

RESOURCES

The Annual Plan 2004/2005 has set aside \$71,000 for the implementation of the Safety and Access by Design project.

The Annual Plan 2004/2005 has set aside \$35,000 for the Safe Waitakere Team Leader portfolio position.

Additional funding is currently being sought from Accident Compensation Corporation for the development of Guidelines for Safety and Access by Design.

CONCLUSION

The Safety and Access by Design project is the first attempt to develop a consistent and consolidated approach to improving city safety through environmental design. The project encompasses crime prevention, injury prevention and barrier-free access.

The research for the project was undertaken by a team of consultants in 2003, and the final report is presented here, which includes the relevant principles and 'best practice' and the recommendations for the future implementation of the project.

The commitment to building capacity within the Council organisation is resulting in the permeation of safety and access principles and best practice in strategic policy and planning.

The elevated profile of Safe Waitakere together with the increasing awareness of safety and access considerations in urban design are resulting in significant opportunities for consultation and input into key Council projects and developments.

Current negotiations to develop a set of comprehensive design guidelines present a further opportunity to consolidate the knowledge and expertise developed thus far through the project.

RECOMMENDATION

That the Safety and Access by Design report be received.

Report Prepared by: Michael Mills, Crime Prevention Projects Leader, Strategy and Development.



15 WAITAKERE POLICE REPORT

PURPOSE OF THE REPORT

The purpose of this report is to introduce Inspector Mark O'Connor, Area Commander, Waitakere Police, and to enable the presentation of a report on the official Waitakere City crime statistics for the year ended 30 June 2004. The report will be tabled at the meeting.

BACKGROUND

A Memorandum of Understanding between Council and the New Zealand Police was signed at Council 31 March 2004. This presentation and report is in accordance with the communication protocols set out in that document.

STRATEGIC CONTEXT

Safe City is one of the five priorities set out in the Long Term Council Community Plan.

The Memorandum of Understanding between Council and the Police sets out protocols for inter-agency communication.

ISSUES

The Police report on the official crime statistics on a six-monthly basis for the year ended 30 June, and year ended 31 December. This presents the opportunity for the local Area Commander to bring this information before Council, and report on any matters of mutual interest or concern.

RESOURCES

Council activities associated with this matter are met from current resources.

CONCLUSION

The Memorandum of Understanding between Council and the New Zealand Police sets out protocols for inter-agency communication. Accordingly, the Area Commander, Waitakere Police is presenting a report to Council on the official crime statistics for the year ended 30 June 2004.

RECOMMENDATIONS

1. That the Waitakere Police Report be received.
2. That the Report from the Area Commander, Waitakere Police be received.

Report prepared by: Michael Mills, Crime Prevention Projects Leader, Strategy and Development.



16 **WEST AUCKLAND DISTRICT COUNCIL OF SOCIAL SERVICES – ANNUAL 2003/2004 REPORT AND 2004/05 SERVICE PRIORITIES**

PURPOSE OF THE REPORT

This purpose of this report is to provide an opportunity for West Auckland District Council of Social Services (WADCOSS) to present its annual report for 2003/2004 in accordance with the requirements of the Funding and Service Agreement. It also seeks approval for the service priorities for 2004/2005 to be included in the three-year agreement.

A81-A89 In accordance with reporting requirements the annual report is attached at pages A81 to A89. The report includes both formal reports against performance measures and commentary on activities.

The WADCOSS Coordinator, Lisa Howard-Smith, and Chairperson, Meredith Youngson, will be in attendance to answer questions. Council's representative on the WADCOSS executive is Councillor Gwen Nash.

BACKGROUND

WADCOSS was one of the organisations approved for three year funding in the context of Long Term Council Community Plan and Annual Plan decisions - Special Council Meeting of 30 June 2003:

Clause 12 - "That the organisations listed in the agenda report dated 26 June 2003 be approved for three-year funding, subject to negotiation of appropriate service agreements, at the level of funding in the final Long Term Council Community Plan and Annual Plan 2003/2004."

1335/2003

In the Annual Plan 2003/2004, Council allocated an annual amount of \$60,000 within a three-year Funding and Service Agreement. Service priorities and performance measures are to be negotiated on an annual basis.

The service priorities for 2003/2004 were based on the following resolution of the City Development Committee.

"That the services as outlined in the report:

- *Administration of the Waitakere Community Resource Centre*
- *Voluntary Sector Support*
- *Co-ordination of the Waitakere Community Wellbeing Network*
- *Co-ordination of Voluntary Sector Input to the Wellbeing process*
- *Development of New Migrant Services*

be approved for the 2003/2004 Service Agreement with WADCOSS."

1626/2003

STRATEGIC CONTEXT

Central to Council's Eco-City vision is the aim of improving the level of wellbeing of residents. Council has taken a facilitative role brokering relationships between service providers and the community and encouraging communities to take greater responsibility for their own wellbeing issues. This role is a key element of Agenda 21 and has been developed through establishing a range of collaborative partnerships with government agencies and community networks.

Council's relationship with WADCOSS serves to assist in responding to a number of commitments made under the Strong Communities Platform of the Long Term Council Community Plan for 2003/2013 e.g. "*Help grow community leaders and capacity, and develop local solutions.*" In addition, the relationship serves to strengthen overall the community sector and its ability to engage in decision making with both Council and government agencies i.e. directly contributing to the Active Democracy Platform of the Long Term Council Community Plan.

ISSUES

Report on Service Priorities in 2003/2004

- **Administration of the Waitakere Community Resource Centre**

The Resource Centre remains a valuable asset for the voluntary sector. Nine organisations, including WADCOSS, maintain offices in the Centre; there are currently three organisations on a waiting list for office space. Meeting room use remains at near capacity. The Council's lease of the building has recently been renegotiated and extended on a 'two by two-year' basis from October 2004.

WADCOSS continues to convene a community steering group considering social/community service accommodation needs in the context of the Henderson Town Centre Revitalisation Project and the Waitakere Hospital Development. WADCOSS staff have previously presented at the City Development Committee, and to the Annual Plan Committee, on a proposal to develop a 'purpose built' Community Resource Centre. The proposal requested that Council commit to providing a 'footprint' of land on which a Centre could be developed.

Council determined that options, including possible sites, for the development of a new Waitakere Community Resource Centre be investigated in conjunction with WADCOSS and that a report on the outcomes of these investigations be presented to Council by December 2004.

- **Voluntary Sector Support**

WADCOSS membership stands at 102 current renewals from database of 260. The newsletter is now circulated bi-monthly to approximately 300 community 'stakeholders'; it has been maintained as an important medium for community groups to promote their services and raise topical issues. WADCOSS also convenes a bi-monthly networking meeting; this is especially valuable for new workers in the community. The average attendance at these meetings is 20 organisations.

WADCOSS developed a new brochure during the year highlighting the purpose of the organisation and the benefits of membership; in addition, WADCOSS has adopted a new logo to more effectively brand the organisation.

WADCOSS postponed the survey of members and community stakeholders to assist in further clarifying the role of WADCOSS in capacity building and community development: it is intended to conduct this survey and report on outcomes in the next six months.

WADCOSS convened a group to develop facilitation training for the voluntary sector. A programme was developed and advertised; however, there were insufficient enrolments to justify running the course. WADCOSS has since been in discussions with WEA, Unitec and the West Auckland Womens' Centre to develop training options focussed around capacity building in the voluntary sector.

- **Coordination of the Waitakere Community Wellbeing Network**

WADCOSS has continued to coordinate and service the Waitakere Community Wellbeing Network whose membership includes 17 individual networks. WADCOSS has undertaken a comprehensive review of the Network. WADCOSS will be convening a community forum in the near future to consider the report and decide on the future role and structure of the Network in the light of the changing environment.

- **Coordination of Voluntary Sector Input to the Wellbeing Process**

WADCOSS personnel continue to make valuable contributions through their participation in the Wellbeing Collaboration Strategy Group and the associated 'Calls to Action' work streams. The Coordinator played a very significant role in the organisation of events associated with the City's Wellbeing process; in addition she was a community sector representative on the sponsor group for the Waitakere Wellbeing Report 2004.

Representation and advocacy of the voluntary sector's views within the Wellbeing Collaboration process continues to be a significant commitment in the workload of the Coordinator. There are few community networks with the credibility and resourcing to effectively engage with government agencies and council in the current environment. There is a heavy reliance on WADCOSS to effectively represent the community and voluntary sector's views.

A continuing strong feature of WADCOSS's project work has been close collaboration with other agencies and networks. An example was the Waitakere Winter Series of Forums focussed on Older Adults; this was convened jointly with Waitakere Healthlink and 'WAVES'. A further example was the joint convening of a Housing Forum with Housing New Zealand Corporation and the Disability Information Waitakere Network; the development of a specific 'Call to Action' within the Wellbeing Collaboration Project is to be discussed at the August Wellbeing Summit.

WADCOSS secured funding through the Department of Child Youth and Family to develop a new Social Services Directory as an online database. Waitakere CAB staff undertook the development of the database that is now available online and in hard copy.

- **Development of New Migrant Services**

WADCOSS has continued to provide administrative support for 'New Out West' (NOW) – the forum coordinating initiatives in response to the 'Call to Action' that 'All migrants and refugees in Waitakere settle successfully'. The establishment of the Waitakere Ethnic Board was initiated through NOW. An application has been submitted to the Licensing Trusts to fund a Project Manager for NOW.

It is anticipated that the ongoing structure and role of NOW will be clarified in the near future; while individual projects will have their own momentum it is considered important to maintain an ongoing general forum to network and consider the needs of migrant and refugee communities.

Proposed Service Priorities for 2004/2005

The following service priorities for 2004/2005 to be included in the Funding and Service Agreement are submitted for the Committee's approval:

- Administration of the Waitakere Community Resource Centre: outputs would be similar to previous years and would include the ongoing convening of the steering group considering future accommodation options.
- Support for the Voluntary Sector: this would include ongoing publication of the newsletter, convening of regular forums, support for emerging groups and building the capacity of the sector. A particular aspect would be organising training forums in collaboration with other local providers.
- Advocacy on behalf of Waitakere Social/Community Services: this will cover ongoing administrative support for the Community Wellbeing Network including the servicing of meetings, distribution of minutes etc. A key element will be convening a forum to discuss the findings of the recent review of the Network and to implement the outcomes.
- Coordination of Voluntary Sector Input to the Wellbeing Process: this will continue to be a major time commitment involving ongoing participation in the Collaboration Strategy Group and its various sub groups.
- New Migrant Services: Primarily this would involve WADCOSS overseeing the transition of support for *NOW* to a new structure. WADCOSS would remain a participant in *NOW*.

Staffing

During the year WADCOSS increased its staffing level to three personnel: a full-time Coordinator, a Project Manager working 30 hours per week and an Administrator employed for 16 hours per week. The extra staffing is enhancing WADCOSS' capacity to meet the needs of its membership.

Draft Strategic Plan

A90-A100 WADCOSS has developed a draft strategic plan is attached at pages A90 to A100 the executive is currently considering this plan.

Key goals in the strategic plan are:

- Build internal capacity of WADCOSS.
- Increase and improve WADCOSS' engagement with Iwi/ethnic organisations.
- Review and define WADCOSS' service parameters.
- Promote WADCOSS' profile and services to the Third Sector and wider community of Waitakere City.
- Build capacity of the Third Sector in Waitakere City to operate effectively in an innovative environment.
- Broker initiatives to drive the collective vision of the Third Sector in Waitakere City.

The development of a strategic plan is a requirement of the three-year funding agreement.

RESOURCING

Council has approved WADCROSS for three-year funding for 2003/2004, 2004/2005 and 2005/2006 subject to the negotiation of service priorities on an annual basis. The annual funding allocation approved is \$60,000.

CONCLUSION

The annual report of WADCROSS for 2003/2004 is presented. WADCROSS has continued to perform well in a changing and challenging environment for the voluntary sector.

WADCROSS will continue to consolidate its capacity building role with the voluntary sector and effectively represent, and advocate for, the sector within the Wellbeing process and other collaborative initiatives.

The draft priorities for 2004/2005 are also presented for the Committee's comment and approval in the context of a three-year funding arrangement.

RECOMMENDATIONS

- 1 That the West Auckland District Council of Social Services - Annual 2003/2004 Report and 2004/2005 Service Priorities report be received.
- 2 That the services outlined in the report:
 - Administration of the Waitakere Community Resource Centre.
 - Support for the Voluntary Sector.
 - Advocacy on behalf of Waitakere Social/Community Services.
 - Coordination of Voluntary Sector Input into the Wellbeing Process.
 - New Migrant Services.

be approved for inclusion as priorities for 2004/2005 in the three-year funding agreement.

Report prepared by: Tony Rea: Community Partnerships Manager.



17 “STRENGTHENING COMMUNITIES THROUGH LOCAL PARTNERSHIPS” - UPDATE ON RESEARCH PROJECT, KEY FINDINGS AND IMPLICATIONS FOR COUNCIL

PURPOSE OF THE REPORT

The purpose of this report is to update the City Development Committee on progress with the “Strengthening Communities through Local Partnerships” Research Project, including:

- key achievements/outputs from the Research Project to date
- key findings emerging from the research
- implications of the key findings for Waitakere City Council
- next steps

BACKGROUND

Context for Partnerships Research in Waitakere

In recent years, a lot of effort has gone into strengthening communities, increasing community capacity and encouraging more local participation in decision making, planning and delivery of services. There are many local, intersectoral initiatives now happening across New Zealand – led by a wide range of community, local government and government agencies ie. schools, city councils, community trusts, iwi groups and many others.

Within the broader national context, Waitakere City has been increasingly recognised as a place where a wide range of local or community based collaborations and ‘joined-up’ action projects have been taking place for some time. The “Waitakere Way” which has emerged, is strongly based on partnering principles and proactive, holistic, inclusive and interagency working.

In March 2001, some initial discussions took place between staff from Auckland University and Waitakere City Council about devolution, community partnerships and local action models. As a result, a collaborative tender to undertake some indepth research on partnerships was successfully put forward to the Foundation for Research Science and Technology (FoRST).

The University of Auckland was identified as the lead agency for the project, with Waitakere City Council and others, in supporting” project partner” roles. In September 2001, the University and Waitakere City Council signed a research agreement to work together on the Waitakere arm research project, with funding of \$35,000 per annum allocated to cover staff participation costs, administration and a small overhead component.

Development of the Waitakere Partnerships Research Component

The Strengthening Communities through Local Partnerships Research Project that has since emerged, has been a three year research project running from 2002-2004. The overall aim of the project has been to identify the range, scope and effectiveness of local social sector partnerships and to develop some strategies to enhance their long term sustainability.

In Waitakere, the research has been undertaken jointly by a University of Auckland and Waitakere City Council team and there have been both general community and ethnic-specific research completed ie. with both Maori and Pacific communities. All efforts have been made to ensure that the research has been undertaken alongside the local community and existing partnership frameworks, with the aspiration that local research findings will result in some new ideas and strategies for helping make current partnering frameworks work better on the ground in Waitakere.

STRATEGIC CONTEXT

In a broader context, the partnerships research contributes to a wide range of platforms within the Long Term Council Community Plan 2003-2013 including Strong Communities, Active Democracy and Urban and Rural Villages. The local Maori component of the research supports the Treaty of Waitangi priority in the Long Term Council Community Plan 2003/2013, particularly the objective to:

“Be aware and informed of Maori needs and best interests and provide support in accordance with bi-culturally aware best practice.”

From the outset, the anticipated strategic benefits from Waitakere City Council being actively involved in this research project included:

- Documentation of the “Waitakere Way” and the local partnerships scene in Waitakere.
- Analysis of the comparative strengths/challenges of the various Waitakere based partnership projects and models - gaps, issues, success factors, barriers, roles, needs, etc.
- Greater participation in regional/ national debates about the future/ potential roles of local government vis-a-vis central government and communities.
- Strengthened relationships between key stakeholders and networks working in partnering ways within the Waitakere community.
- Some guidance on future direction for local partnerships and local partnership projects in Waitakere.

Key Outputs from the Waitakere Partnerships Research

With Council and University research team members working on a part time basis over the past two years, a number of tasks have been undertaken as part of the research project. Emphasis in 2002 was on building relationships with the University team and developing a collaborative, community based local research process. Indeed, this has been the first time that the Council has worked with a tertiary institution on a major piece of externally funded social research. Bringing two different institutional cultures together has been a challenging, yet rewarding experience, with much learning for both sides. Some key research outputs from the Waitakere Partnerships Research Team include:

- A 20 year history of social development/collaboration in Waitakere – “From the Wild West to the Waitakere Way” (2003).
- An event to celebrate the “Waitakere Way” – brought together around 150 community, government and Council leaders who had been involved in social development in the West over the last 20 years (2003).
- Identification of, and discussion on, key local partnership issues via the “Partnership Under the Spotlight” Seminar Series (2003) – involved around 170 different people over 4 workshop sessions.
- Waitakere Maori Community Partnerships Report (2004) – undertaken by Wayne Knox, for the Waitakere Partnerships Team.
- Paper on Gender Issues and their Impact within the Great Start:Te Korowai Manaaki process (2004) – by Dr Vivienne Elisabeth.
- Co-hosting Regional Partnerships and Governance Forum with Sustainable Auckland.
- Participation in and evaluation of Collaboration Strategy Process (2002-2004), including a paper by David Craig on building better contexts for collaboration.
- Launch of the Waitakere Maori Community Partnerships Report and Follow up hui – attended by 80 participants from a range of community, government and cultural backgrounds (2004).
- Circulation of a major draft report called “the Potential of Partnership” which looks at key issues and ways forward for Waitakere (2004).

Awaiting Completion

- Waitakere Partnerships Database – an online resource which describes the history, governance, working of a selected range of mainstream, Maori and Pacific partnerships in Waitakere.
- Review of the Waitakere Community Wellbeing Network – undertaken by previous WADCOSS coordinator, Sally Clarkson (due late September).
- Finalisation of “the Potential of Partnership” Report (due late September 2004).
- Case Study on the Wellbeing Collaboration Strategy Process – undertaken by David Craig.

- Waitakere Pacific Partnerships Report – process delayed because of contractor issues, now on track for completion by the end of October 2004.

Key Findings from the Partnerships Research

On 12 July 2004, the Research Project hosted a workshop for Councillors and some of Council's strategic partners (ie. Te Taumata Runanga, Pacific Islands Advisory Board and the Waitakere Ethnic Board). At the workshop, attended by around 25 people, a presentation was made on key findings from the research project, with some shared discussion on their implications for Council.

The recently released draft "Potential of Partnership" Report (now available in the Councillors Lounge) is a synthesis of much of the local research completed to date, integrating key findings from both general and Maori community work streams. Comments and feedback on this initial draft are welcomed and it is hoped to finalise the report at the end of September. The report includes discussion on:

- the current and future context for collaboration and partnership;
- the emerging language and understandings of partnership and partnering;
- the story of how social sector partnership and three way collaboration (community sector, central government and local government) has emerged in Waitakere;
- key challenges and learnings from working in a partnering way, including:
 - the need to enhance mandating, representation and accountability processes;
 - the need for more strategic brokers and overall workforce development (especially how to collaborate);
 - developing new contracting and agreement frameworks that better reflect partnering processes and principles;
 - working out when to collaborate and with who, recognising that government agencies can not participate in advocacy processes;
 - short comings in the current national framework for decentralisation;
 - better alignments of resources, mandates and functions within the collaboration process;
 - better alignments of Central Government, Local Government and community sector effort;
 - the need for a wider understanding of "outcomes" and how to achieve them at a local level.
- the impact of governance reforms and decentralisation;
- potential solutions to some of the challenges presenting;

Though much of the "Potential of Partnerships" Report focuses on issues and problems with current national frameworks/structures/resources for collaborative working, it is also clear that much can, and has been, achieved from working in a partnering way. The fact that many of the City's social, economic, environmental and cultural challenges are interconnected, complex and unable to be solved by single agencies working in isolation, also suggests that despite some short comings, continuing to work in a partnering way is the Council's best option for achieving a sustainable City.

Implications of the Research for Waitakere City Council

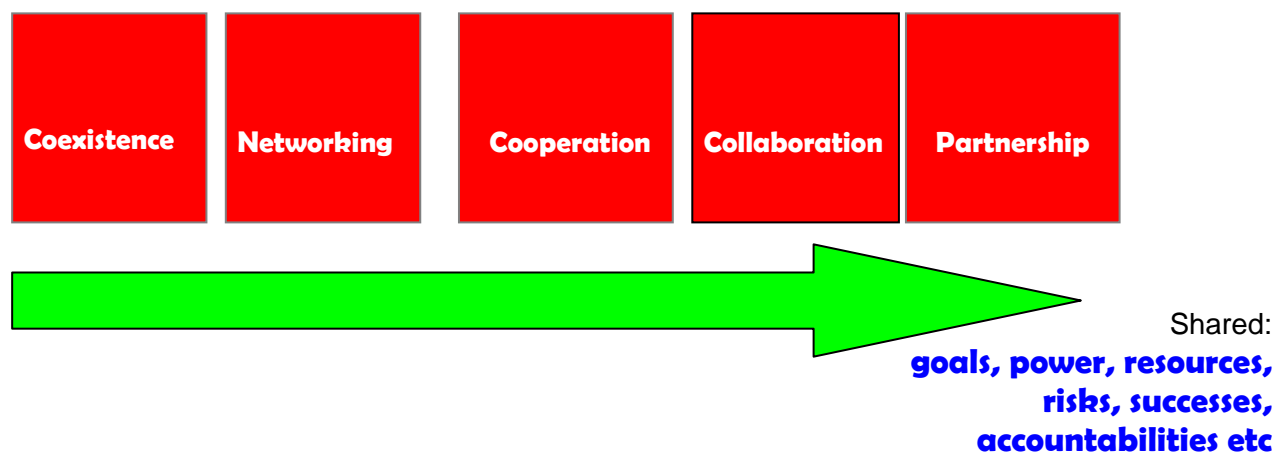
Findings from the partnerships research indicate that the leadership role that the Council has played in enabling, facilitating and in some cases, initiating a collaborative culture between various agencies and sectors in the City is both acknowledged and valued. There is also very strong support for Council leadership and involvement to continue.

In terms of the implications of the partnerships research for Waitakere City Council, there is a huge range of issues and potential Council responses that could be considered. However, this report focuses instead on a few selected ideas for discussion and potential action by both current and future Councils. Some suggestions do involve resourcing implications and as such, will need to be considered in the 2005/2006 Annual Plan process.

1. **Clarity over the use of “Partnership”**

One very early finding from the project was the very wide and diverse meanings associated with the word “partnership”. What has become clear is that partnership is not a state of being or a static thing, neither is it a stand alone agreement signed at a certain point of time. It’s more about a process or way of doing things. With this in mind, many people have emphasised the need to talk about *partnering* rather than partnership.

There are clearly degrees of partnering and working together which can be usefully separated out as can be seen below:



A101-A102

Attached at pages A101 to A102 are descriptions of some of the different characteristics inherent in the various levels of partnering on the continuum. As seen above, working in a partnering way can include a broad range of activity ranging from general networking at one end of the spectrum through to the more formal partnership at the other.

What has become increasingly clear is the need to be:

- upfront, honest and conscious about the status (intended and/or unintended) of your relationship(s), processes and initiatives and where it fits on the continuum
- aware that where you are on the continuum and where you may aspire to be on the continuum, may change over time
- aware that for different parts of what you’re doing, you may be working at different points on the continuum at the same time

It is important to understand that the partnership end of the spectrum isn’t ‘nirvana’. Indeed, it comes with significant responsibilities and expectations and shouldn’t be entered into lightly. Key findings from the research project also suggest that neither is “partnership” appropriate for every kind of joint working arrangement.

For Council, this means greater organisational consideration use and consideration of the partnering continuum, rather than generic use of partnership as a 'catch all' phrase. Through greater reference to, and use of, the partnering continuum, Council can be more accurate in describing exactly how it views/understands the many diverse partnering arrangements into which it enters. More clarity will be helpful, not only for Council, but also for its many stakeholders and partners.

2. *Developing a Strategic Framework for Partnering*

Though much of Waitakere City's Long Term Council Community Plan and other Council policy documents reflect notions of, and commitments to, partnership, there is probably now a need to bring together a specific Council policy framework for partnering.

It should be recognised that the partnering principles and practices inherent in much of what Council is currently doing in the social wellbeing area, for example, go beyond Council's current Community Interaction Policy. As a result there is a mixed understanding across the organisation of what Council's approach to partnering is and how various principles and practices for stakeholder engagement should be applied. Although much of this understanding does exist in people's heads (at both political and management/staff levels) there is a need to clearly articulate and document a framework that can be more widely understood and accessible to the broader organisation. Inherent within this work should also be careful consideration of the limits of partnering - especially in terms of Council's regulatory and non-regulatory roles and functions.

3. *Stronger Active Participant Role in the Wellbeing Process*

In addition to its broadly defined social sector roles of monitoring, advocating and facilitating (as well as some limited funding), it has also been suggested that Council needs to more further develop its role of "active participant" or partner, in this three way process. Historically, Council took on a coordinating/ facilitative approach in the wellbeing area and was in fact the key broker between agencies/sectors. However, with the evolution of the three way Wellbeing Collaboration Project, which is a *partnership* between Council, central government and the community sector – the role of Council as broker has changed. This means that in the future, Council (through its mandated representatives) will need to become both clearer and stronger in expressing, for example:

- what it thinks eg. goals, visions, priorities etc.
- what it would like to see happen.
- what it would like to contribute and for what purpose.
- what areas it would like to take a leadership role in.

Focus on Council's 'active partner' role should also incorporate a review of roles and tasks that staff and Councillors play in the broader social wellbeing area. For example, over the last few years, staff have tended to take on both facilitator/active participant roles. Perhaps this now should be more clearly delineated, with staff playing the more technically based facilitative role within interagency projects and initiatives, while politicians play a stronger active participant role.

4. Advocacy – More Needed and Via New Processes

4a Taking Advocacy Out of the Wellbeing Collaboration Process

As noted above, Council has traditionally played a strong role of advocate for the City. Indeed, achieving a better match between local needs and services was a clearly articulated role noted in the Greenprint, especially in terms of social services and facilities required to support Waitakere fast growing and diverse population.

Over the last two years some community leaders have raised concerns that the current citywide emphasis on interagency collaboration resulted in significantly less effort being put into strategic advocacy platforms and processes. There has been a feeling that collaboration has come at the expense of advocacy and that significant effort in the latter area is still essential to achieve social change.

As discussed in the draft Potential of Partnerships Report, the fit between three way collaboration (ie. central government, local government and the community sector) and advocacy is not an easy one. The reality is government agencies are clearly unable to publicly advocate back to Wellington on local needs, hence opportunities for advocacy within a three way collaboration process will always be extremely limited.

With this in mind there is a need then to develop a new wellbeing advocacy forum which has links to, but is not part of, the current Wellbeing Collaboration Process. It is recommended that the forum be co-led by the Council and community sector and that a programme of key wellbeing issues, strategies and processes for speaking both with, and on behalf of, social sector networks in the City be developed. Key audiences for the advocacy forum would be politicians at both local and national levels, local media and other regional and national stakeholders.

4b Relationships with Central Government

Given that much of Waitakere's experience with collaboration and partnering is ahead of emerging national frameworks and implementation strategies, there is a need to have strong, active working relationships with key government agencies in Wellington – at both Ministerial and officials level. Articulation of local issues and potential solutions in an iterative and ongoing way will continue to enable the City to influence the development of national level policy, programmes and resource allocation.

In some ways, this can be seen as “backroom advocacy”. However the skill-sets, knowledge and experience within local government to ask the hard questions and to positively assist long term structural change should not be underestimated and indeed, should continue to be both resourced and strategically built into Council wellbeing work programmes. For example, provision for bi-monthly visits to Wellington to enable senior staff/management to meet with key officials should be included in the 2005/6 Annual Plan.

5. *Incentives Funding and Resources*

Compared to the United Kingdom, funding available for interagency collaboration in New Zealand is extremely limited. In addition, there are also clear examples where expectations have been legally placed on some sectors to lead/participate in local partnership approaches, but with no new funding provided to allow them to do this. This is often referred to as an “unfunded mandate”. Some examples here include: the community outcomes process under the Local Government Act and expectations that community agencies participate in local collaborative/interagency effort, yet the only hours for which they are funded by government, are direct client service contacts.

The draft “Potential of Partnerships Report” identifies that some major new funding is required to enable a wider national take up of partnering processes and project implementation and more effective outcomes from local partnerships. With this in mind, some strong advocacy from the City is suggested to support wider discussion and resourcing of the following two proposals:

- development of, say, a \$5 million National Community Outcomes Pool funded by central government– designed to promote innovative approaches to multi-agency planning and project implementation at the local level, as desired under the Local Government Act (2002).
- funding of \$250 000 per annum for a Waitakere Wellbeing Collaboration Process Pilot – this will enable representatives from central government, local government and the community sector to strategically prioritise and directly fund one (or perhaps a small number) of key wellbeing projects each year in Waitakere. In many ways, this can be seen as an upscaled, citywide version of the Ranui Action Project, which receives devolved local central funds to be allocated according to local priorities and wellbeing goals. It is suggested that the City Council contribution to this funding pool be 10% or \$25 000. This should be viewed as seed funding to attract the wider pool.

6. *Strategic Alignment and Alliances*

A103-A105

The “Potential of Partnerships Report” identifies the need for better alignment of strategic planning and action across central and government agencies at the local level. Attached at pages A103 to A105 are suggestions for two possible pilots – one at a citywide strategic level that involves Council and a small number of central government agencies, and the other at a sector level, involving Council, central government and the community sector.

It is suggested that the latter approach may have more tangible benefits for Council and that the sector for immediate focus should be housing. This is discussed further below:

6a *Creation of a Waitakere Housing Taskforce*

Housing is a huge and growing local problem impacting on all aspects of wellbeing, not only in Waitakere but throughout the country. It’s also one one that will clearly require significant investment/collaboration between a range of potential partners if long term sustainable solutions are to be found. Waitakere is now ideally positioned to address this issue in a collaborative way, with a possible next step, the creation of a new Waitakere City Housing Taskforce Project. The task force could be a mechanism to link up stakeholder visions, plans, projects/services, investment and monitoring etc of housing outcomes in the City and could incorporate a range of solutions eg.

- more houses and local investment;

- choices/types of houses and location of houses (and supporting community infrastructure required);
- income/equity measures;
- sustainable housing (eg. design, construction) etc.

With the taskforce needing to consider of affordability, accessibility, appropriateness, sustainability, locality and community specific (eg. emergency, mobility housing) needs, it is likely that a 5-10 year joint action plan involving many partners agencies across many sectors, will be required.

Rather than start from scratch, the taskforce could seek to begin by linking to and umbrella-ing a range of local housing initiatives already underway eg. Healthy Homes, the NOW house, community/government sector partnerships etc. Such an initiative would need to have both coordination and project resources and a clearly defined and well organized governance structure.

Consideration should also be given to a high profile “sponsors” group which could involve a range of political and community leaders who were involved in setting broad strategic direction, profiling/branding of the project and assisting with removing any road blocks which may emerge along the way.

It is suggested that Council should take a leadership role in the establishment of a local Housing Taskforce and that a significant financial contribution to the establishment of a Housing Taskforce be considered as part of the 2005/6 Annual Plan process.

7 Social Inequalities Research

Changes in local social inequalities were noted in the 2004 Wellbeing Report. While it's clear that the gap between upper and lower income households is increasing (as measured by changes in the 2001 Social Deprivation Index), the causes for some of these changes are only understood at a very high level ie. inflated housing market in Auckland, changes to household structure and employment patterns. Hence there is an urgent need for more in depth local research to understand both local and regional (and national) causes and effects, looking at areas such as:

- What are the drivers of socio economic change and deprivation in Waitakere City as a whole and within specific suburbs/parts of the City?
- What are the spillover effects from regional factors eg. housing market and policy, refugee and migrant settlement patterns etc?
- What are the possibilities for local action to reduce poverty? What's worked elsewhere? Who would need to be involved, what resources would be required etc?
- What needs to go into the “Advocacy” basket (because most responsibility for poverty needs to be assigned back to Central level); what into the collaboration and local strategy basket (because a range of local players working together might make a difference); and what into the narrower, joint strategic action between a few local players basket?

It is suggested that Council and the West Auckland District Council of Social Services could work together to develop an appropriate research framework. Some funding and/or staff time will likely be required from Council's policy and research team to support this. Approaches for involvement could/should also be sought from the Ministry of Social Development and potential University partners.

8. Increased Support to Enable Greater Community Sector Participation in Collaboration

A106

The collaborative environment makes many references to “the community” and involving the community more proactively in outcomes planning, projects, services and delivery. However, there still appears to be a gap, both in the way that intentions are actioned and in terms of the additional support necessary to enable meaningful community participation in interagency effort. Attached at page A106, the draft “Potential of Partnerships Report” identifies a range of ways for strengthening community voice at the collaboration table, with one key idea for community discussion being the creation of a Waitakere community sector capability building pool.

Essentially, this pool would bring together many of the smaller “capacity or capability” budgets that already exist within a number of local/regional agencies. ie. the Department of Internal Affairs, Te Puni Kokiri, Ministry of Pacific Island Affairs, Ministry of Social Development, Waitakere City Council, Waitakere and Portage Licencing Trusts etc. By joining resources, it is hoped that available resources could be more effectively used and promoted, with community sector organizations being able to make applications to enable them to:

- participate in intersector/interagency initiatives; and/or
- enable their organisation to “purchase” specialist skills eg. financial planning, governance, strategic planning, Treaty of Waitangi training, peer mentoring/supervision etc from an accredited range of local/regional “experts” who were able, skilled and willing to assist the local community sector. Suggestion has been made that perhaps WADCOSS could develop and maintain/house such a database.

Rather than require new Council investment, Council could instead investigate a reallocation of some of its existing Community Wellbeing Fund ie. perhaps a \$10 000 contribution could be made to a new City fund. If supported by the Committee, it is suggested that Council officers take this concept to the next Waitakere Community Development Forum (involves Council and a range of government agencies involved in local community development activity) for further discussion and consideration.

9. Strengthening Relationships with Maori Community

Research undertaken by Wayne Knox, for the Waitakere Partnerships Research Team suggested that more solid and respectful relationships exist between the Maori Community and Waitakere City Council, than between Maori community and central government agencies. However, there was still seen to be room for improvement in relationships between Maori and Council. The need to strategically build on existing foundations and relationships and refine/strengthen existing processes was noted, including:

- more engagement and participation with iwi/Maori communities.
- more advocacy on behalf of local Maori communities and their needs.
- more leadership in terms of promoting Maori issues and partnerships with the Maori community.
- more coordination and support to enable iwi/Maori to come together locally and with other non Maori organisations.
- more involvement of Maori in decision making, as required by the Local Government Act (2002).

- help to build and grow existing networks within and across Waitakere's diverse communities, both Maori and non Maori.
- prioritise and assist the implementation of (eg. resourcing etc) existing key objectives that Maori have identified in relation to Council.

9a Outcomes from the Recent Maori Community Partnerships Hui

As reported to Te Taumata Runanga at its 16 August 2004 meeting, the Research Project hosted a community hui on Monday 26 July 2004. This was a follow up to an initial hui held in December 2003. Around 80 people from a wide range of iwi, community, government and cultural backgrounds attended the July hui which was aimed to:

- formally launch the Waitakere City Maori Community Research Report.
- present key findings from the report to the Waitakere community, who are the ultimate owners of the research.
- provide a platform for community/council/government agencies etc to consider what they'd like to do next with the key findings and suggested actions in the Report.

Following presentations on the purpose and context for the research, and key findings from the Waitakere City Maori Community Research Report, two workshops were held to further discuss two key ideas for action noted in the report

- mutual capacity building – how non Maori organisations in Waitakere can support Maori organisations and vice versa.
- exploration of a Waitakere Treaty Partnerships Model – a framework of local principles and ways of working.

These workshop topics were chosen because of their potential to involve a wide range of government and community organisations and their ability to have a positive long term impact on both Maori development and broader City Wellbeing. There was much interest and discussion in the workshops, with both workshop agendas seen as having a broad base of support for ongoing local action and implementation.

Both Te Taumata Runanga and Waitakere City Council should be seen as key organisations within any ongoing process to consider and develop local actions from the Maori Community Research Report. At its August 2004 meeting Te Taumata Runanga resolved (*Minute 1531/22004*) to support and participate in ongoing local action planning to progress the exploration/development of:

- a Waitakere Treaty Partnership Framework.
- ways for mutual capacity building between Maori and Non Maori organisations in Waitakere.

They also directed that this work be included in Te Taumata Runanga's Strategic and Annual Work Programme, which will be developed after the 2004 Local Body Elections.

Though it must be acknowledged that concepts such as mutual capacity building and localised Treaty frameworks are large, complex and somewhat undefined, they are none the less nationally and locally important. A further \$9000 has been allocated by the Strengthening Communities through Local Partnerships Research Project to allow ongoing exploration of these ground breaking issues and to enable development of local processes to support and embed ongoing local action.

Next Steps for the Research Project

With the research phase of the partnerships project essentially completed, focus now moves onto dissemination and discussion of research findings for the remainder of the calendar year. Roles for Council in this regard will include:

- Presentation to the Council of Social Services Conference in October 2004;
- Presentations to a range of local/regional forums and organisations;
- Participation in an academic forum on partnerships in December 2004;
- Discussions with Central Government officials at regional and national levels on the implications of the research and ways forward;
- Input into a report on policy implications from the overall Strengthening Communities through Local Partnerships Research Project (covering Waitakere, Christchurch, national, Maori and Pacific components) scheduled for early 2005.

RESOURCES

Successful negotiations with the University of Auckland have recently been concluded. This will see additional funding allocated to support the tasks noted in the next steps section above. This will enable Council to play an ongoing key role in regional/national discussions on future frameworks, policies, programmes and resources for interagency collaboration in New Zealand.

CONCLUSION

As noted earlier, the research phase of the Strengthening Communities through Local Partnerships Research Project will soon be completed, with the remainder of the calendar year focusing on dissemination and discussion of key findings at local, regional and national levels.

The research relationship between the Council and the University of Auckland, which has enabled and financially supported direct Council participation in the local research process, has largely been a very positive one, with mutual learning for both sides. As a result of the work programme undertaken over the last 2.5 years, valuable documentation and analysis of both historical and current interagency effort has been completed.

A community based research process has enabled strengthening of local networks and organisations as initially hoped, with information generated being appreciated and valued by a large range of community and government organisations in Waitakere. Although a number of considerable barriers and challenges for collaboration have been identified through the research process, so have many ideas for potential ways forward.

Over the next few months, it is hoped that key findings from the "Potential of Partnerships" Report will be considered by Council and many other organisations and networks in the City. This agenda report considers a number of areas where additional support and/or resourcing by Waitakere City Council could potentially advance local social wellbeing goals and outcomes.

RECOMMENDATIONS

1. That the “Strengthening Communities Through Local Partnerships” - Update on Research Project, Key Findings and Implications for Council report be received.
2. That the City Development Committee note that the draft “Potential of Partnerships” Report is now available for community input and discussion until the end of September 2004.
3. That the City Development Committee consider key findings from the draft “Potential of Partnerships” Report and their implications for Council, as noted in this agenda report.
4. That the following project proposals be supported and developed by staff for potential inclusion in the draft Annual Plan 2005/2006:
 - Development of a Council Strategic Partnering Policy/Framework;
 - Development of a Wellbeing Advocacy Forum;
 - Seeding funds to encourage creation of a Waitakere Wellbeing Collaboration Discretionary Funding Pool;
 - Development of a Waitakere Housing Taskforce;
 - Research into social inequalities in Waitakere;
 - Ongoing development of a local Waitakere Treaty framework and ways for mutually enhancing capacity between Maori and Non Maori organisations in Waitakere.
5. That Council staff explore the concept of a Waitakere Community Sector Capability Fund with the Waitakere Community Development Forum and report back to City Development Committee on support for the concept in December 2004.
6. That the City Development Committee endorse ongoing engagement with Central Government officials on key findings from the partnerships research to enable the development of more sustainable partnering frameworks both locally and nationally.
7. That a report be brought back in March 2005 to update Councillors on key local, regional and national discussions with regard to both key findings from the Partnerships Research and policy implications for Local and Central Government.

Report prepared by: Megan Courtney, Community Wellbeing Researcher and Tony Rea, Community Partnerships Manager.



18 **WAITAKERE WELLBEING SUMMIT - PRELIMINARY REPORT**

PURPOSE OF THE REPORT

The purpose of this report is to give Councillors a preliminary overview of the outcomes of the Waitakere Wellbeing Summit held on 20 August 2004.

There will be a brief verbal presentation by staff involved in the Summit.

BACKGROUND

This year the Wellbeing Summit was organised on a collaborative basis over two half days on 16 July and 20 August. The first event focussed on the content in the Waitakere Wellbeing Report 2004 and the current situation; the second will look to the future asking the question "Where to from here?"

The Summit programme on 16 July 2004 involved an overview of the history of the Wellbeing process, a summary of progress since the 2002 Summit, and workshop discussions focussed on key questions around chapter areas in the Wellbeing Report. 105 people, representing approximately 65 networks or agencies attended the Summit. An overview of this first Summit was reported at the August City Development Committee.

Approximately 110 people representing Central Government agencies, Council and the community sector are expected to participate.

RECOMMENDATION

That the Waitakere Wellbeing Summit - Preliminary Report be received.

Report prepared by: Tony Rea, Community Partnerships Manager.



19 **NEW ZEALAND URBAN DESIGN PROTOCOL**

PURPOSE OF THE REPORT

The purpose of this report is to bring the newly released draft New Zealand Urban Design Protocol to the City Development Committee's attention and to propose that Council make a submission to the draft, indicating its commitment to becoming a signatory.

BACKGROUND

An Urban Affairs portfolio was established by Central Government in 2002, and allocated to the Hon. Marian Hobbs in conjunction with her roles as Minister for the Environment and Minister in charge of Sustainable Development. The portfolio does not have its own office, but rather is supported by the Ministry for the Environment. It is presently undertaking two national level projects - development of an Urban Design Protocol, and provision of a Statement of Strategic Intent for the portfolio. The Statement of Strategic Intent will set out the key urban issues and the priorities for the whole of government management and coordination of urban affairs. This paper is still under preparation.

The Urban Design Protocol [hereafter, 'the Protocol'] will be a national cross-sector commitment to achieving good urban design, with a linked programme of actions to give it effect. It is aimed at those sectors involved in urban design and development, specifically central government, local government, developers and investors, professional bodies, and educational institutes.

The draft Protocol was released by the Ministry for the Environment in early August 2004, and is currently open to public submissions. At the same time, the Ministry is seeking early sign-on to the Protocol, to ensure a successful and prominent official launch in February 2005, coinciding with the national Year of the Built Environment. Auckland City Council has already signalled its willingness to become a signatory, and it is likely that most - if not all - of the other Auckland regional local authorities will be early signatories.

At its August 2004 meeting, this Committee was given advance notice of the release of the draft Protocol, and the forthcoming invitation from the Ministry for the Environment to become an early signatory (see 'Sustainable Development Programme of Action - Update on Auckland Programme, City Development Committee, 5 August 2004'). The Committee resolved:

"That the National Urban Design Protocol be reported to the City Development Committee once the draft is available."

1433/2004

STRATEGIC CONTEXT

Waitakere City Council has for some years been pursuing a work programme that is well aligned with the urban design vision and principles set out in the draft Protocol. Through its town centres revitalisation programme, its work on safety and access by design, and the District Plan, Council has worked to achieve a greater level of sustainability (the Eco-City concept) in its built urban form. The draft Protocol reflects many of the efforts already being undertaken within the City, and is an important strategic step in securing national-level and nationwide uptake of these ideas.

Development of the Protocol is a key action identified through the New Zealand Sustainable Development Programme of Action. It complements the regional efforts of the Auckland Sustainable Cities Programme, and particularly the Urban Form Design and Development work strand which is co-sponsored by Waitakere City Council and the Ministry for the Environment.

ISSUES

Approach to Urban Design in the Protocol

The draft Protocol takes a broad approach to the subject of urban design, recognising the different scales of cities, the range of stakeholders, and the complex interactions necessary to achieve quality urban environments. It calls for 'a significant step-up in the quality of urban design in New Zealand and a change in the way people think about our towns and cities.'

The draft Protocol outlines a vision, 'making our towns and cities more successful through quality urban design.' It suggests six attributes of successful towns and cities, and six key urban design qualities, listed below.

Attributes of Successful Towns and Cities:

Successful towns and cities are:

- competitive, thriving, creative and innovative;
- liveable; and
- environmentally responsible.

Successful towns and cities have:

- opportunities for all;
- distinctive identity; and
- shared vision and good governance.

Key Urban Design Qualities - the six "C's"

Context

- e.g., the social, cultural, economic and physical context of sites and their surroundings.

Character

- e.g., strengthening local identity.

Choice

- e.g., diversity, flexible and adaptable places.

Connections

- e.g., choice of paths and destinations, opportunities for social interaction.

Custodianship

- e.g., environmentally responsive and sustainable design solutions, safety.

Collaboration

- e.g., a collaborative approach to design, coordinating individual activities and incremental developments to achieve a cohesive overall result.

Becoming a Signatory to the Protocol

A protocol is a formal undertaking between signatories, but has no force in law.

Signatories to the Protocol will commit to the following statement:

"We, the undersigned, are committed to creating quality urban design and we recognise our role and responsibility in achieving this. Within six months of signing we will develop a set of actions to implement our commitment, and we will monitor and report annually on these actions."

Preparation of an Action Plan

Signatories to the Protocol will commit to preparing a series of actions that they will undertake to fulfil their commitment to quality urban design. The only mandatory commitment proposed in the draft Protocol is to 'appoint a Design Champion at a senior influential level to promote and champion high quality design and challenge existing approaches throughout the organisation.'

Any further commitments to action need to be developed by the signatories themselves. The draft Protocol outlines a range of possible actions for local government, including:

- Developing strategy and policy - e.g., review urban design issues as part of the Long Term Council Community Plan process;
- Forward planning - e.g., integrated urban planning;
- Being a good client - e.g., achieve high-quality urban design in all relevant Council projects;
- Making decisions - e.g., establish an in-house advisory group or design review panel;
- Exchanging information and research - e.g., document any urban-related research;

- Integrating management - e.g., build multi-disciplinary teams to manage the built environment ;
- Building capacity - e.g., provide training for staff and Councillors; and
- Monitoring and evaluation.

Waitakere City Council already regularly undertakes many of the actions proposed in the draft Protocol. Developing an action plan could usefully organise these efforts as well as identifying further mechanisms to improve urban design outcomes for the City.

Timing

The draft Protocol was released in early August 2004. A public consultation phase is now open until 30 September 2004, and includes a series of consultation forums (the Auckland forum will be on 2 September). Potential signatories are being asked to sign up to the Protocol before its launch in February 2005 - scheduled to coincide with the National Year of the Built Environment.

Signatories will have six months from the date of their commitment to develop their action plans.

Significance and Effectiveness of the Protocol

The protocol is a means of promoting discussion and achieving agreement at a national level about ways to improve the urban design of the nation's cities. It is anticipated that the protocol will lead to a series of actions by government and other stakeholders that will lead to practical outcomes and positive change in the way the design of cities is approached.

If the quality of New Zealand's urban design is to improve, substantial effort will need to be made over and above the basic commitment indicated in the Protocol. The broad scope of the Protocol and the ability for signatories to define their own action plans is an important first step to securing a wide-ranging commitment from different sectors. Essentially, the Protocol opens the door to further discussion, exploration and actions.

It is considered that strong Central Government leadership and support for the Protocol will be critical to its effective implementation. The Ministry for the Environment has signalled a number of resources it will develop to support implementation of the Protocol, as part of its Urban Affairs portfolio work. These include:

- Declaring 2005 as the national Year of the Built Environment.
- Developing a national awards scheme for quality urban design.
- Investigating the desirability of legislative change to support quality urban design.
- Developing an Urban Design Toolkit.
- Profiling urban design case studies.
- Maintaining an inventory of urban design research.
- Preparing a 'value case' to demonstrate the quadruple bottom line benefits of quality urban design.

With regard to the third bullet point (investigating the desirability of legislative change), Council may like to recommend to the Ministry for the Environment that they consider the need for explicit recognition of urban design in the Resource Management Act, currently under review.

The above items of work will presumably be developed by staff in the Ministry for the Environment, as there is, as yet, no Urban Affairs Unit within central government. This may be something the Council wishes to comment on, indicating support for a clearer, better resourced 'home' for urban issues within central government.

RESOURCES

Should Council decide to become a signatory to the Protocol, preparation and implementation of the action plan would fit within existing work programmes and budgets.

CONCLUSION

The New Zealand Urban Design Protocol aligns with Waitakere City Council's commitment to creating quality urban environments. By becoming a signatory to the Protocol, Council would indicate its commitment to urban design on a national stage, and would support the widespread efforts to improve urban design across New Zealand. Early sign-on to the Protocol would enable Council to play a part in the February launch event. Developing an action plan under the auspices of the Protocol would help to coordinate and advance Council's urban design-related programme of work.

RECOMMENDATIONS

1. That the New Zealand Urban Design Protocol report be received.
2. That Council make a submission to the Ministry for the Environment by 30 September 2004, indicating:
 - a. congratulations to the Ministry on its recognition of the importance of urban issues to New Zealand's well-being, and its preparation of the draft Protocol;
 - b. willingness to sign up to New Zealand Urban Design Protocol statement;
 - c. a desire to see a strong dedicated Urban Affairs Unit within Central Government to support implementation of the Protocol; and
 - d. concern to ensure the approach advocated within the Protocol is reflected in relevant legislation, particularly in light of the current review of the Resource Management Act.
3. That Council develop a cross-council action plan within six months of signing the Protocol, and report on progress annually to the Ministry for the Environment.
4. That Council recommend to the Auckland Regional Growth Forum that the New Zealand Urban Design Protocol become a reference document for the Regional Policy Statement.

Report prepared by: Megan Howell, Project Manager, Urban Design.



20 PROJECTS SPECIAL COMMITTEE

THE COMMITTEE SUBMITS THE FOLLOWING REPORT OF ITS ORDINARY MEETING HELD ON WEDNESDAY, 4 AUGUST 2004

MATTERS CONSIDERED

A107 - A109

The Committee dealt with a number of items for which it has delegated powers to act and a copy of the minutes of the meeting is attached at pages A107 to A109 in the Attachments supplement.

The Committee Recommends:

That the Ordinary Meeting report of the Projects Special Committee held on Wednesday 4 August 2004 be received.

RP Dallow, QPM, JP

CHAIRPERSON



21 HENDERSON TO HOBSONVILLE RAPID TRANSIT ROUTE

This item will be considered in the Confidential Supplement of the agenda, and has been circulated to members separately with this agenda.

PROCEDURAL MOTION TO EXCLUDE THE PUBLIC

That the public be excluded from the following part of the proceedings of this meeting, namely, Henderson to Hobsonville Rapid Transit Route.

The general subject of the matter to be considered while the public is excluded, the reason for passing this resolution in relation of the matter, and the specific grounds under Section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of the matter to be considered.	Reason for passing this resolution in relation to the matter.	Ground(s) under Section 48(1)(a) for the passing of this resolution.
<ul style="list-style-type: none">Henderson to Hobsonville Rapid Transit Route	<p>The withholding of information is necessary in order to:</p> <ul style="list-style-type: none">enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	<p>That the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist.</p>

This resolution is made in reliance on Section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 7(2)(i) of that Act which would be prejudiced by the holding of the relevant part of the proceedings of the meeting in public as follows:

- The report contains information which if released would affect Council's negotiations for land purchase.*

