

Waitakere Ethnic Board

Strategic Plan - *Te Whiriwhiri*

2004 -2009

March 2004

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1. Introduction

The Waitakere Ethnic Board, a registered incorporated society, was established after a series of discussions / forums from ethnic groups in Waitakere to establish an Ethnic Advisory Body that could identify and meet the needs of the ethnic communities in Waitakere city.

The Waitakere City Council, in its LTCCP , and as part of the active democracy vision, has already identified that a process for engagement with ethnic communities be put in place.

After receiving numerous submissions and calls for Council to establish an Ethnic Advisory Board, the issue was referred to the City Development Committee in Nov 2002. The City Development Committee recommended that the issue of an Ethnic Advisory Board be considered as part of the WADCOSS project, and early in 2003 New Out West (NOW) was commissioned to look into the project.

The Waitakere Ethnic Board (the WEB) was formed as a result of a NOW Democracy project following the launch of NOW in May 2003, where ethnic communities present gave a clear mandate to go ahead with the process of forming an Ethnic Advisory Board for Waitakere.

- It was agreed that the development of the board would greatly enhance ethnic communities ability to engage with Council and central government on issues of interest and concern. It was felt that for the first time Waitakere will have a mandated ethnic forum that can speak with legitimacy on behalf of Waitakere's migrant and refugee communities.
- WEB is all about working together in harmony and to finally see that a platform is in place for migrants, refugees and early settlers to work together on common issues.
- Since May 2003, an interim executive committee comprising of eleven members from different ethnic organisations in Waitakere undertook the task of putting together a draft constitution and a name for the board. A target date for launch of the WEB in September 2003 was also set. A large number of local ethnic organisations were consulted on the draft constitution and the interim executive committee was mandated at a community meeting to make the final decision on the constitution.
- Two options for the structure of the WEB were offered for consultation. Option one included having the members elect the executive and Option two was three tiered with a council consisting of representatives elected by each ethnic community and an executive committee elected by the council.
- Option one was chosen as a more workable option as it was regarded as important to get the WEB up and running, given the ethnic community's expression of need for such a body.
- The Inaugural AGM of the WEB was held on 20th September 2003 at the New Lynn Community Centre. The election was supervised by Daryl Griffin, Electoral Officer Waitakere City Council and attended by about 200 people. This was then followed by the official Launch of the WEB. Guests included the Minister for Ethnic Affairs, the Race

Relations Conciliator, Councillor Annette Fenton , Mr Taha Fasi Chair PIAB and ethnic community leaders.

The current membership of the WEB comprises of ethnic community leaders with a wealth of experience and expertise. They come from a wide range of ethnic backgrounds, such is the diversity of the WEB.

WEB is still in the development stages and the executive members are committed to working together as a group and establishing a relationship with both our members and service providers. We will consult regularly with our member organisations and continuously seek feedback.

In order to fulfil its objectives, WEB needs to have a strategic plan in place. There is a need to look ahead and also to assess what the immediate priorities are for WEB and to incorporate them into the annual plan for year 1 (2004/5).

2. Your Stakeholders

- Ethnic Communities within Waitakere and Auckland region .
- Waitakere City Council

Stakeholder	What outcomes are they interested in	What are the needs of the stakeholder
Ethnic Groups	<ul style="list-style-type: none"> • Effective voice for the various groups to local/government authorities and NGO • Issues that are common to ethnic groups addressed 	<ul style="list-style-type: none"> • Settlement aid • Information sharing • Equal opportunity • Integration into wider community
Waitakere City Council	<ul style="list-style-type: none"> • Demonstration of diversity of WEB • Demonstration of financial viability • Strategic Plan • Strategic Focus • Confidence of Membership 	<ul style="list-style-type: none"> • Membership should show diversity and reflected in attendance of meetings • WEB is able to raise funds, not only turning to council • Have a strategic plan in place to reach objectives and WCC requirements

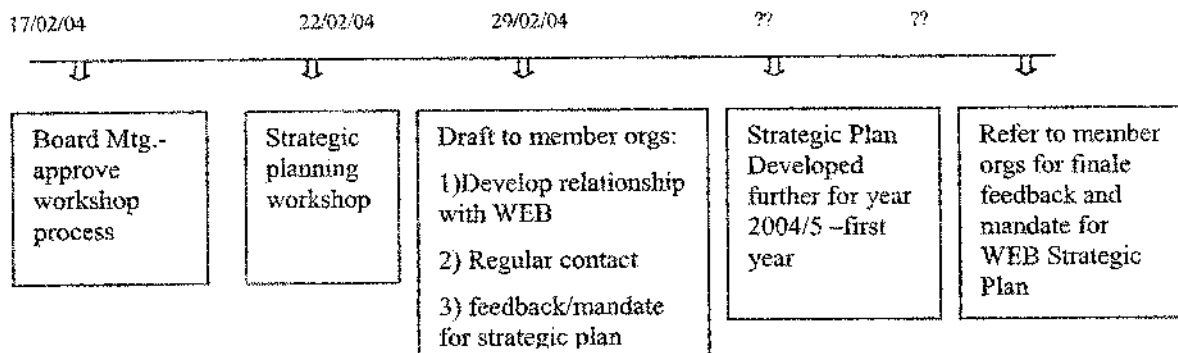
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3. Challenges – The process from here

1. Process from here

- 1) To get to a defined path for WEB towards achieving its objectives.
- 2) Identify essential steps for the first year plan (2004/5).

Tentative time line



WEB need to put a Strategic Plan in place in order to do so effectively, we first need to look at what is required by the ethnic communities as well as the WCC

4. Waitakere City Council Requirements

The Council requirements will need to be included in WEB's strategic plan due to WEB's presentation to the Waitakere City Council and the Council's response to this presentation. The following was requested of the Council by WEB:

1. We seek formal recognition from the Council and also ask that we be recognised as a sitting body within the framework of WCC in a similar role to the Pacific Island Advisory Board
2. We be involved in the strategic planning and consultation on higher issues in the city
3. We seek funding assistance from the Council for our projects and initiatives
4. We be invited to participate in the community dialogue and policy formation procedures
5. We be offered a seat in the citizenship ceremony and on community funding committees
6. We ask to have a Memorandum of Understanding with Council

In response to this the Council made some decisions and put forward certain requirements to facilitate this, they are as follows as stated in a report by the Strategic planning department from council.

It is recommended that Council approve in Principle recognition of the WEB as the body representing ethnic communities in Waitakere City, subject to further work being undertaken with the WEB on following issues:

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- Demonstration of the representative nature of the organisation in relation to the ethnic groups in Waitakere City (*i.e. Membership to grow in numbers as well as diversity – statistics can be provided by council with regards to the ethnic groups present in Waitakere City*).
- Demonstration that it is operating as a viable, fully functional community organisation (*Council recognises voluntary aspect, however the WEB needs to show that it is working well, has a healthy financial status – able to access funds for projects and not just relying on Council, Council is ready to support and help strengthen the WEB to achieve this*).
- Developing a feasible strategic plan. (*Realistic – long term: 5 years, immediate: 2004/05*)
- Developing a strategic focus for the organisation's activities and
- Having the confidence of their membership (*Ensure that members representative in diversity and in agreement*)

5. Vision and objectives

In order to realise the vision and fulfil the objectives of WEB we need to look at Articles 2 and 3 of the constitution (Excerpt below)

Article 2 **MISSION STATEMENT**

To promote and represent the interests of all ethnic communities within Waitakere City Council boundaries.

Article 3 **OBJECTIVES**

- a) *To provide a forum to discuss issues that are common across Waitakere's different ethnic communities.*
- b) *To provide feedback and influence policies and service delivery where these have an impact on ethnic communities.*
- c) *To support the integration and settlement of Waitakere's ethnic communities into society.*
- d) *To encourage ethnic communities' participation and involvement in democratic processes at the local and central gov't level.*
- e) *To be non-political and non-religious.*
- f) *To develop and maintain good relationships between ethnic communities and other relevant organisations.*
- g) *To acknowledge the Treaty of Waitangi and to develop and maintain good relationships between ethnic communities and Maori.*
- h) *To ensure that ethnic communities have access to relevant information and resources.*
- i) *To advise and liaise with Waitakere City Council and central government bodies on issues relating to Waitakere's ethnic communities in order to ensure that support is*

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given to all ethnic groups in Waitakere City, and that the Waitakere City Council and central government are enabled to recognise both the adjustments and contributions all ethnic groups have made and are able to make to the New Zealand society in general and to Waitakere City in particular.

- j.) To initiate and support programmes that advance the social and economic development and wellbeing of the individuals and families who make up Waitakere's ethnic communities.*

These objectives have been revisited and translated into practical terms for strategic planning purposes.

- a) Consultation with other communities to ensure they are informed and engaged
Forum = processes to
 - 1) bring communities together (by various methods) to ensure equal opportunity for participation and ownership and
 - 2) networking
- b) Feedback, lobbying and advice to influence Central and local government (WCC).
- c) to support ethnic communities to maintain their own culture whilst assisting them to find their own place and (linked with objective d)
- d) actively participate in the wider Waitakere Community and NZ society – including the wider democratic processes e.g. freedom of speech, day to involvement in health, education and other areas of NZ society
- e) to be non partisan i.e. the WEB is not there to push our own political agendas or religions or bias – but instead to find ways of furthering the interest of all ethnic communities.
- f) This objective is to ensure there are good relationships and linkages with government organisations and NGOs that currently provide or could provide relevant services.
- g) Ensuring that ethnic communities know and understand the meaning of the Treaty of Waitangi as well as Maori culture and protocols and working towards developing good relationships with Maori in Waitakere City
- h) Ensure that ethnic communities are aware of the current services that are provided for them as in the case of the 0800 Language Line service and other translation services so that official information can be relayed effectively and that ethnic communities are aware of the wide range of services and resources available.
- i) To ensure that the wider Waitakere community is aware of the wide range of ethnic communities within the city and the richness of cultural diversity and economic opportunities they offer.
- j) To network and identify various existing and planned social and economic projects of the ethnic communities and to provide support where needed.

From the review of the objective a number of issues were raised that also need to be incorporated in the Strategic Plan for 2004/05 and perhaps developed further. These are:

- Growing leadership capacity within the wider ethnic membership to ensure sustainability of the WEB in years to come so that it does not die out when the current leadership is no longer there

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- For the council requirements there needs to be proof of regular meetings which include non Board members (open meetings)
- Financial viability - Identify the various sources of funds available and resources for fundraising.
- Proof of wider ethnic representation and with it the mandate of the member organisations to proceed with the strategic plan
- Identify all the ethnic groups in the Waitakere City and begin making contact -- Council is able to provide data

5. Prioritise Objectives and Develop steps for Year 1

The objectives were then prioritised and a draft strategic plan for 2004/5 was made in relation to these and the other issues raised as well as WCC requirements. The WEB strategic plan for 2004/05 needs to include its own objectives as well as the Council's requirement and any other issues that emerged through this workshop session to further the growth of the Board and ensure sustainability and credibility.

DRAFT STRATEGIC PLAN FOR WEB 2004/05

- In order to include the various ethnic communities in the consultative process and engage them to participate in issues and projects relevant to them we need to have regular meetings and exchange of information with existing WEB members – We have already begun addressing this need with the commencement of meetings for all WEB members and potential members

Strategy	Purpose	Frequency	Desired Outcome
Members meetings	<ul style="list-style-type: none"> • Keep members informed and encourage participation. • Also an opportunity to see what groups want and work to deliver. 	<ul style="list-style-type: none"> • To be established • process has been put in place with . The first one was held on Sunday 29 February 2004. The next one is scheduled for Saturday 3 April 200 	<ul style="list-style-type: none"> • Bring groups closer together • Help WEB to meet WCC requirements

- WEB need to extend representation of the diverse ethnic communities in Waitakere City – Council has provided census data for ethnic communities in Waitakere City. This information will be useful in reaching the various groups in our region that WEB is as yet to make contact with.

Strategy	Purpose	Outcome
<ul style="list-style-type: none"> • Assess total number of groups to be reached ie database. • Verify all groups currently represented in WEB • Target goal is to reach 10 groups per month. 	<ul style="list-style-type: none"> • Extend ethnic representation • Reach those individuals who do not belong to an organisation or have representation of their ethnic group 	<ul style="list-style-type: none"> • Bring the diverse groups together to work on common issue • process has been put in place with .Scheduled planned meetings with members are set at monthly intervals.

- To ensure sound financial viability for the effective functioning of the organisation. This will be done by identifying the funding sources available and applying for them for the relevant projects of WEB as well as looking at ways of raising funds for WEB through fundraising activities.

Source of Funding	Action required	Outcome
Local Government	Meet requirements, make submissions	
Funding Bodies: Portage Licencing Trust, Lotteries Commission,, Community Grants etc	<ul style="list-style-type: none"> • Find dates for application deadlines • Apply for funds required for projects 	
Fundraising by WEB	Work out fundraising activities that the organisation can put in place	

- WEB need to establish effective methods of communication with the WCC to ensure feedback and advice are provided. This objective is already underway with our submission to the City Development Team in WCC and the resulting response: Annette Fenton and Monica Sharma have come on board to guide and assist the Executive team with this. WEB will be working with Councillor Annette Fenton and council staff to improve communication.

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- To establish ongoing leadership capacity building throughout the wider diverse ethnic communities by training and upskilling them to enable active participation. This will ensure that the WEB will be sustainable long term.

Strategy	Purpose	Outcome
Workshops: leadership	Bring up new community group leaders	Sustainability leadership resource in ethnic communities. Ensure that leadership does not end with current WEB Exec.
Up skill existing leaders	Train existing leaders to guide their groups effectively	Increase WEB's leadership capacity as well as ensure that there are leaders in years to come.

- To establish a range of methods to ensure equal opportunity for active participation and ownership of the WEB by a wide range of ethnic communities. This can be achieved by networking, holding forums, meetings, newsletters and the consultation process to name a few. The ethnic communities need to be consulted in other ways that these can be achieved as it is important that the medium chosen will appeal to them and the members meeting is a good way to get feedback as the first meeting has indicated.
- To ensure membership of the WEB is formally mandated by member organisations.
- To further develop existing relationships with WAICAB, NOW and the Waitakere Library Service to further our objectives and any other organisations (PIAB. Taumata Runanga)relevant to reaching objectives. To achieve this WEB has already invited some groups to meeting as has requested attendance to meetings of PIAB and Taumata Runanga to begin building working relationships
- To ensure that the wider Waitakere community (NZ Europeans, Maori, Pacific Islanders) is aware of the wide range of ethnic communities in the city and richness of cultural diversity and economic opportunities they offer. WEB will need to identify the existing methods of communication. Some already identified are: the WCC newsletter and Western Leader, CABs.
- Effective communication: WEB also will be looking at putting a newsletter to send out in place as not everyone has access to a computer and email which is one of the main ways that information is currently distributed. A WEBSITE is now in place for people access for all matters concerning WEB.

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6. Next steps – to get to 2009 – 5 year Plan

- Draft action plan presented to all members at the meeting on 29 February 2004
- WEB Exec. meets to finalise draft plan using feedback from member groups
- Draft Plan to WCC and wider membership for feedback and mandate
- Another planning session to take place towards the end of 2004 for the annual planning for 2005 –2006

7. Other suggestions

From the first members meeting on 29 February 04 there were a number of issues raised and feedback provided for our strategic plan. These will need to be incorporated into our final plan as the community has indicated what they would like to see WEB facilitating. These are as follows:

- Work on enhancing communication to ethnic community – newsletter in various languages has been suggested
- Increase ethnic community participation with sports related events
- Look at WEB structure and develop further as need arises: a second tier perhaps if require
- Looking at bridging gaps – reaching the younger generation, include the local community boards in our communication not just WCC
- Counselling for culture shock that migrants are faced with when they come into NZ. This could be seen as a way of educating parents to educate their children and aid in assimilation.

7. Conclusion

The strategies outlined will help WEB realise its objectives and meet WCC requirements. More importantly it will allow WEB to become a body that will effectively represent the ethnic community in Waitakere City. It will bring communities together in accordance with our vision and allow the organisation to become a leading voice for ethnic communities in Waitakere City where settlement and migrant issues are common across the board.