



Partnering Policy for Waitakere



Partnering in Waitakere

This document outlines Waitakere City Council's approach to partnering.

We begin with a snapshot of outcomes that the Council has achieved by partnering with others.

Next we outline the Council's policy framework for partnering.

Lastly, with the help of some real life examples, we review the many different partnering roles that Waitakere City Council plays.

Cover image: Waitakere residents and community groups support the "Waitakere Way" of working together.

OUTCOMES FROM PARTNERING



PROJECT TWIN STREAMS

Project Twin Streams community contract organisations are working with the Council to restore 56 kilometres of Waitakere stream banks through an integrated community development approach.

Outcomes from partnering

- more than 340,000 plants planted by community
- 15,000 volunteer involvements
- new community gardens
- 50 community arts projects each year
- significant co-investment by Auckland Regional Holdings
- ongoing alignment of Auckland Regional Council and Waitakere City Council programmes.

TODDLER DAY OUT

A multi-agency collaboration that celebrates noughts to fives and their families in Waitakere. Toddler Day out is now Waitakere's biggest event.

Aimed at for the under fives and their families, Toddler Day Out is free and designed to increase participation in early childhood learning and promote great parenting.

Outcomes from partnering

- Ministry of Education and Ministry of Social Development co-investment
- leadership based in community organisations
- has gone from 2,000 to 18,000 attendees
- now into its sixth year, the event is organised and run by a coalition of community organisations.
- the Ministry of Education views Toddler Day out as a flagship event that is directly responsible for increasing participation in early childhood education in Waitakere.



OUTCOMES FROM PARTNERING

NEW LYNN TRANSIT ORIENTED DEVELOPMENT

The Council is working with other government agencies to create a Transit Oriented Development town centre in New Lynn.

Outcomes from partnering

Local Government and Central Government are sharing investment in an underground railway line and station, integrated bus transfer station and associated roading network improvements. New public-private partnerships are being utilised to redevelop key town centre commercial properties to create a vibrant mix of retail and residential uses. The Council is working with local landowners to attract quality businesses/employment centres to New Lynn and developing new recreational infrastructure to enhance quality of life for those living in the town centre.



GREEN NETWORK SUSTAINABLE NEIGHBOURHOOD INITIATIVE

Developing resilient / vibrant / caring neighbourhoods in the process of generating a healthy landscape. This 'whole of landscape-whole of neighbourhood' approach is built on partnerships between the Council and residents. Residents support and encourage and share skills; Council provides support and skills, plus free plants, weed bins and other help to overcome obstacles along the way.

Outcomes from partnering

Land: 30-40 times more land is being properly looked after, rather than when individual property owners worked on their own.

Skills: more accessible skills, improved care of the landscape. People now using their new skills to generate income.

Social: more supportive & satisfying neighbourhood. Inspiration - people choosing to buy into the neighbourhood.



OUTCOMES FROM PARTNERING



AUCKLAND FILM STUDIOS

Waitakere City Council is both advocate and investor, and with private sector partners developed the Auckland Film Studios into one of New Zealand's premier film studios.

Outcomes from partnering

1. Construction of a specialist soundstage funded by private capital (approximately \$7 million).
2. A public-private partnership to manage and develop the studios now valued at \$18 million (initial purchase price \$4.2 million)
3. A facility which has attracted major international and local films (e.g. the Lion, the Witch and the Wardrobe)
4. A vibrant local film cluster in Waitakere, with substantial new employment generated.

EMERGENCY PLANNING – COMMUNITY RESPONSE TO TSUNAMI

Waitakere's Emergency Management Planning team networked closely with resident and ratepayer groups to encourage community ownership of the new tsunami siren warning system.

Outcomes from partnering

Many local community groups are now taking on community education campaigns on the Council's behalf. For example, the Herald Island Resident and Ratepayer Association now holds six monthly meetings to inform residents about the sirens and how the community should respond to various alert signals.



OUTCOMES FROM PARTNERING

HOUSING CALL 2 ACTION CONVENING

This is a collaborative cross sector initiative to increase access to quality, affordable housing in Waitakere.

Outcomes from partnering

Tenancy Service established in Waitakere – working out of the Waitakere Community Law Service.

A Community Hub in Ranui Caravan Park is also underway, Rental Affordability Forums have been held and there has been an increase in community led action on local housing issues.



PACIFICA LIVING ARTS FESTIVAL

An annual Arts Event supported by the Council in partnership with the Pacific Community and local West Auckland Primary Schools.

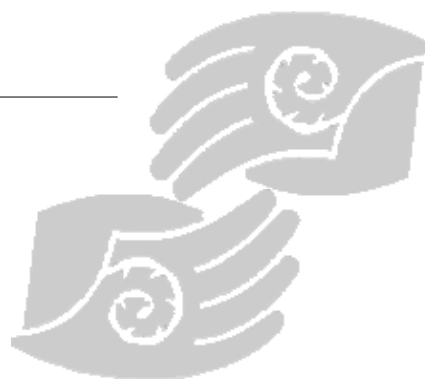
A celebration of Pacific Arts and Culture.

Outcomes from partnering

The festival now runs over five days and has grown from strength to strength with 28,000 people attending in 2009. The festival provides a unique intergenerational learning experience, with older pacific adults passing on their culture and traditions to younger ones. This year 17 schools attended Pacifica Experience workshops to learn more about Pacifica culture. Forty primary/intermediate schools also performed on the multi-cultural on stage during the festival. There were 20 stalls showcasing and selling locally made arts and craft, traditional pacific foods and contemporary arts. Government agencies also promoted their services at the festival too.



CONTENTS



Outcomes from Partnering	3	SECTION THREE:	
Contents	7	APPENDICES	22-36
SECTION ONE:		Council's Partnering Roles	22
EXECUTIVE SUMMARY	8-9	Community Waitakere Joint Work Programme	22
SECTION TWO:		"It's Not Okay" Family Violence Campaign	23
PARTNERING POLICY FOR WAITAKERE	10-21	Te Atatu Business Improvement District	24
Policy Purpose	10	Green Network: Environmental Coordinator Role	25
Background and Context	10	Eco City Vision: encouraging ongoing thinking...	26
Strategic Context	12	Social Infrastructure Planning Framework / NorSGA	27
Statement	12	Active Waitakere	28
A Continuum of Working Together Arrangements	13	McLaren Park Henderson South Community Initiative	29
Principles	14	Safe Waitakere Injury Prevention Project	30
Roles and Responsibilities	15	Massey Ranui Sustainable Neighbourhood Project	31
In Practice	17	Bags Not	32
		Rubbish skips for community clean ups in Massey	33
		Safe Summer Campaigns – Operation Speedo	33
		Project Twin Streams – community contractor relationships	34
		Tag Out Trust Graffiti Removal	35
		Piha Beach Ranger Service	36
		Council Services Contact Details	37

SECTION ONE:

EXECUTIVE SUMMARY



Public meeting in the Council Chambers.

- Partnering encompasses many different kinds of working together arrangements and can best be thought of as a continuum spanning from co-existence to partnership.
- The Partnering Policy for Waitakere reiterates the Council's commitment to partnering. Waitakere City Council believes partnering a very efficient and cost effective way to build the capability and capacity required to secure a sustainable city future.
- The Partnering Policy outlines the Council's understanding of and approach to partnering and expectations of what it means (for the Council) to be a partner organisation.
- In working with others, Waitakere City Council acknowledges the importance of respectful, reciprocal and mutually supportive relationships.
- The Council acknowledges the limits of partnering and recognises this approach may not be appropriate in all aspects of its work.
- Where partnering is appropriate, the Council recognises there is no 'one size fits all' partnering response. Supporting a 'fit for purpose' approach, Council has identified a core set of partnering principles, roles and processes that enable an appropriate organisational response to be negotiated and developed for each specific strategic relationship/partnering arrangement.
- As a large organisation, Council will frequently be playing many different partnering roles at the same time. Tension in managing these sometimes conflicting roles (e.g. enabler and regulator) will be discussed and managed with partners in a proactive and ongoing way.
- All partnering documentation developed will include shared outcomes, relational and task focused components. Council is committed to shared monitoring of relationships, as well as outcomes and outputs.
- In practice, the role of "the Council" can be played by Councillors, Community Board members and/or staff. The policy requires relationship roles and responsibilities to be discussed, agreed and documented in Council's Partnering Database (currently under development).
- Where there is a clear 'place based' focus to the partnering arrangement, the respective Community Board will be actively engaged and kept updated on progress and outcomes.
- The Council will continue to develop new strategic relationships and partnering arrangements. Any new formal partnering arrangements will need to demonstrate anticipated benefits for participating parties and link clearly to the achievement of the City's strategic goals and outcomes.

EXECUTIVE SUMMARY



- All new partnering agreements will be brought to the Council or its nominated representative(s) for discussion and approval before signing.
- To enable more effective participation of community organisations in strategic partnering processes, the Council will provide additional capacity building resources. Specific support and assistance will be negotiated with relevant community partners on an 'as needs' basis.
- The Council acknowledges the importance of skilled partnering 'champions' to oversee and manage key partnering relationships and arrangements within and across Council. The Council is committed to investing in partnering skillset development and ensuring partnering brokers are suitably resourced and supported.
- This policy will be reviewed and updated in 2012.

SECTION TWO:

PARTNERING POLICY FOR WAITAKERE



Upskilling parents is promoted through Toddler Day Out.



The Treaty is incorporated into council-community partnerships.

POLICY PURPOSE

This policy documents the Council's understanding and approach to partnering. The purpose of the policy is to provide elected members and staff with greater clarity on partnering principles, processes, roles and responsibilities. For external organisations, the policy also provides greater certainty in terms of what to expect when partnering with Waitakere City Council.

BACKGROUND AND CONTEXT

For many years now, a wide range of individuals, organisations and sectors in Waitakere have been talking and working together to develop local visions, pathways and actions in order to make the City and its communities healthy, safe, prosperous and sustainable. The Waitakere City Council has played an active and valued role in the partnering culture that has developed within the City, investing in strategic initiatives, organisations and collaborations to help make positive change.

Underpinning the Council's partnering approach are treaty based relationships that have been developed with local Te Kawerau a Maki iwi and groups within Ngati Whatua iwi, namely Te Runanga o Ngati Whatua and Ngati Whatua o

Orakei. Many key partnering relationships and purposeful alliances have been forged not just at local or City levels but at regional, national and international levels too. Collectively, these arrangements have helped advance both Council and community outcomes and enabled critical resourcing, service, policy and infrastructure gaps to be filled. Much has been achieved in these joint endeavours, with partnering seen as an effective and efficient way of working not just for Council, but for other community and City stakeholders.

The challenges the City continues to face are complex and interconnected, with solutions beyond the realm of any one agency working alone. While local government plays a key role in shaping and sustaining Waitakere and its communities, so do many others. Successful city building now relies on a diverse range of groups and agencies working together in many different ways – pooling knowledge, resources, assets, ideas, energies and commitments to make change happen.

*“Na to rourou
Na toku rourou
Ka ora te iwi”*

...with your basket and my basket the people shall prosper.

PARTNERING POLICY FOR WAITAKERE



Inaugural Council - Te Taumata Runanga Standing Committee.



Council and EcoMatters Environment Trust sign first partnering agreement.

Waitakere acknowledges the significant benefits from working in partnering ways and the roles and responsibilities that this entails. In Waitakere's experience, benefits of partnering have included:

- cost effective new projects, infrastructure and services
- a greater range and number of sectors, communities and organisations involved in achieving eco city aims and objectives
- achievement of multiple rather than single wellbeing outcomes e.g. partnering with communities to achieve green network goals have delivered demonstrable social and economic benefits thus maximising Council's return on investment
- greater sharing of information and knowledge resulting in enhanced decision making and inspired innovative solutions
- access to additional networks, connections and funding
- alignment of planning processes between government and community agencies to identify areas of common interest and potential joint working

- action plans and services that are tailored to local needs and more coordinated delivery of services
- greater articulation and shared understanding of the City's needs
- faster policy feedback loops
- trust based relationships and networks which enable faster responses to pressing issues and opportunities
- a highly developed citywide culture of talking and working together to achieve both project specific and broader community outcomes.

Waitakere City Council now wishes to document its overarching partnering approach to guide ongoing practice both now and into the future, remembering that while policies and agreements are important – it's people and relationships that actually make things happen.

¹Note: While this Partnering Policy replaces the Policy for New Formal Council Relationships adopted by the Council in 2006. It does not replace the Treaty of Waitangi framework under development by Te Taumata Runanga or Council's policy on partnerships with the private sector included in its Ten Year Plan 2009-2019 (also referred to as the Long Term Council Community Plan).

PARTNERING POLICY FOR WAITAKERE



Green Network Sustainable Neighbourhoods - Council and residents agree on goals, support and action.

STRATEGIC CONTEXT

Waitakere aims to create an eco city - a network of resilient, productive and prosperous communities, living in compact towns and neighbourhoods, nourishing the environment, and celebrating our diverse and creative lifestyles. Partnership is one of seven core principles that underpin the Council's strategic direction.

In Waitakere, partnering approaches are also inherent within each of the Council's seven key strategies, with partnering seen as a key means through which Council's eco city vision will be achieved.

STATEMENT

Waitakere City Council is committed to respectfully and proactively working with like minded individuals, organisations, networks and alliances to purposefully advance the City's aspirations, strategic objectives and needs. We call this partnering, our way of building upon on the diverse strengths of ourselves and others to cost effectively secure the City's future.

The Waitakere City Council recognises it has developed and will continue to be part of many new, different and distinct kinds of working

together arrangements. Each arrangement will be negotiated between the parties so it is 'fit' for purpose and able to change and adapt over time as required.

The Council views partnering as part of its core culture, politically, strategically and operationally. In turn, this impacts not just on what, but how, the Council goes about its business.

In working with others, Waitakere City Council acknowledges the importance of reciprocal and mutually supportive relationships. The Council has identified a number of core principles to guide its approach to partnering and its responsibilities as a potential partner.

While valuing collective approaches to problem solving and working, the Council acknowledges the limits to partnering and recognises this approach is not appropriate in all aspects of its work. Under statute, there are some regulatory and enforcement roles and functions which the Council is totally responsible and accountable for. In other cases, factors such as tight timeframes, political imperatives, resourcing and other constraints may mean it is not practical for partnering approaches to be utilised. The Council will be honest and upfront about when and why such decisions are taken.

PARTNERING POLICY FOR WAITAKERE

Partnering cultures are learning cultures. In working with others and bravely trying new ways of doing things, Council acknowledges not everything will happen right the first time and that some key lessons can only be learnt through doing things together. Council is committed to reflecting on successes and challenges, encouraging innovation and contributing to supporting and strengthening a shared learning culture of working together across the City.

A CONTINUUM OF WORKING TOGETHER ARRANGEMENTS

Partnering is dynamic, multifaceted and can be expressed as a continuum of working together arrangements which span from coexistence to formal partnership².

The Council is currently involved in many diverse partnering arrangements – from the Step Up youth network, to the Auckland Region Graffiti Free Project, to the Waitakere Education Sector Trust, to supporting community organisations to deliver key aspects of the Project Twin Streams vision, to supporting local mainstreet initiatives, to co-funding a new community hub in the McLaren Park Henderson South area and facilitating a city task force to address family violence.

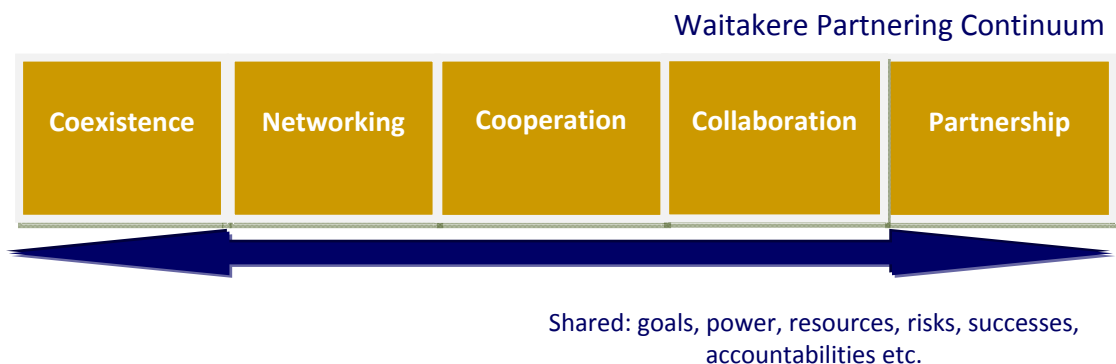
There is no ‘one size fits all’ partnering approach that can be adopted for every partnering initiative and situation that Council is involved with now and into the future. Each working together

arrangement between the Council and potential partners will be influenced by:

- the nature of existing relationships and history between the parties
- desired relationships and potential for working together
- common visions and goals
- tasks and actions envisioned
- current mandates and roles
- resources, risks and timeframes.

As it continues to build and document relationships and alliances, Council will use the partnering continuum as a tool and ‘guide’ for good practice. As a large organisation, it will be common for different parts of Council, and/or different initiatives under the umbrella of the same partnering arrangement, to be concurrently working at different points of the continuum. It is also expected that working together arrangements will change over time.

The continuum can assist the Council in having conversations with others about the kind of relationship both sides desire, and enable Council to make conscious and transparent decisions about the type and nature of its many interagency relationships and alliances in an ongoing way. The continuum also reminds Council about the implications of different kinds of working relationships and the actions and behaviours that need to follow – especially at the collaboration/partnership end of the continuum.



²See the Partnering Practice Guide pages 4-6 for more detailed background and understanding of the various points on the continuum.

PARTNERING POLICY FOR WAITAKERE

PRINCIPLES

Underpinning the Council's partnering approach are a number of important principles. These guide the way that the Council acts with those it works with, and influences how partnering is supported within the organisation. The Council's core partnering principles are:

Being outcome focused – having partnering relationships and initiatives that lead to tangible results and meaningful progress towards shared eco city visions, goals and actions.

Valuing people and building respectful relationships – in all its interactions, the Council will endeavour to:

- be honest
- communicate openly
- act with integrity, fairness and in good faith
- avoid blaming
- actively listen
- be willing to learn
- negotiate not impose
- be inclusive
- welcome and accommodate diverse (and sometimes diverging) views and perspectives
- support the relationships it has nurtured, dedicating time and resources to enable purposeful and productive relationships
- recognise the autonomy and independence of those it partners with
- build trust and confidence among those it works with.

Reciprocity and generosity – where possible, supporting others to achieve their goals, openly sharing information and knowledge, and working together to achieve shared outcomes and priorities.

Upholding the principles of Te Tiriti o Waitangi – supporting and promoting the involvement of tangata whenua in relationships and decision making, and enabling Treaty obligations to be met.

Empowering communities – acknowledging local community strengths and using Council resources, networks and partnering initiatives to support community voice, capacity and leadership development.

Flexible and responsive – being prepared to give and take, utilising frameworks and processes that enable the Council and those it is working with to have room to respond and adapt as circumstances change.

Equality of relationships – The Council recognises that it is sometimes the more 'powerful' partner. Council will be conscious of power dynamics and endeavour to use its resources, assets and processes in ways that support equality in working relationships.

Opportunistic, innovative, adding value – seeking out new opportunities, alliances and ways of working together, being prepared to take risks and share rewards, leveraging relationships and connections to add value to other aspects of Council programmes and activities.

Reflecting on relationships and structures – reviewing relationships, partnering practices, work programmes, structures and agreements to ensure they are working well, 'fit for purpose' and able to adapt to ever changing circumstances and needs.

Holistic thinking and action – making interconnections between environmental, social, economic and cultural wellbeings, holding the lens of future generations, and promoting sustainable development thinking and solutions.

Organisation alignment – proactively aligning political and officer led responsibilities for external relationships and partnering outcomes, working to support 'whole of Council' relationships with external partners.

Celebrating success – working together can be challenging and time consuming. With its partners, the Council will celebrate positive progress and achievement of shared goals.

PARTNERING POLICY FOR WAITAKERE



Participants at a hui to discuss the Waitakere's Ten Year Plan.

ROLES AND RESPONSIBILITIES

*Working Together: Te mahi tahi –
“We have a culture of working together
as a city, as a neighbourhood and as a
family, efficiently using our time, people
and resources”.*

Community Outcomes for Waitakere City
Nga Hua Kowhiringa o te Iwi Whanui o Waitakere 2006-2009

To support the City and achievement of local visions and strategic outcomes, the Council will undertake many different partnering roles³ and responsibilities at different times. Working together arrangements will be negotiated by those working together, with appropriate roles for Council jointly discussed and agreed. As the Council is a large organisation, it is likely Council will be playing some or many of the roles below concurrently:

Participant/Partner – the Council taking a seat at partnering tables alongside other agencies and organisations. This role can be active or passive depending on circumstances.

Leadership/City Champion – often expressed through Council's political role. As the layer of democracy closest to local communities, the Council can be requested or may itself

decide to take on catalytic leadership roles. In addition, many partners look to the City Council to bring big picture, holistic thinking to the partnering table.

Convenor – because of its place based focus Council is often seen as a neutral umbrella and having a mandate to bring various parties together for collective discussion and potential shared action planning. Council's involvement often brings legitimacy to an issue or idea and Council's leadership can help bring others to partnering tables.

Fund Holder – given its well developed financial systems, local government can be asked by other partners and funding organisations to take on budget holding roles for partnering initiatives its involved with. This acknowledges the fact that sometimes other partners do not have the appropriate legal or financial structures/systems to manage third party or collaborative funding. In other cases, fund holding is viewed as a component of a local convening or host role.

Kaitiakitanga – of local people, local perspectives and of the Waitakere way of working inclusively and proactively together across communities and sectors.

³For practical examples of these roles in action see Section 3: Appendices.

PARTNERING POLICY FOR WAITAKERE

Enabler – supporting partnering processes and assisting others to achieve their/shared goals through many diverse mechanisms including:

- funding – responsible resourcing to support jointly agreed work programmes or activities
- research/knowledge/data – Council has extensive information systems and technical knowledge that can add significant value to local collaborations
- administration and support – Council has support resources that can assist partnering processes e.g. provision of meeting rooms, note taking and mail outs, catering etc.
- printing, publicity and promotion - Council has in house systems and resources which can assist local partners and collaborations to communicate and promote their work.

Capacity and capability building – working alongside selected partner organisations to help build their long term capacity, capability and effectiveness.

Integration and alignment – with its legislative roles in citywide planning and identifying community outcomes Council has an ability to encourage and facilitate alignment of cross agency visions and work programmes.

Spokesperson and advocate – (when requested) Council can take on spokesperson roles to help articulate local ideas and needs. This sometimes extends to **political advocacy**, enabling greater focus and attention on local positions and concerns.

Networker and broker – the Council has extensive contacts and strategic relationships at local, regional, national and international levels. This enables the

Council to broker relationships and conversations, cross pollinating people, ideas and initiatives to support both city and local goals. Many community organisations, value the linking role that Council usefully plays, frequently connecting central government agencies to local place based initiatives. In some cases, Council may broker others together but not be directly involved in the conversation that follows.

Service provider – while one part of Council may be at the partnering table, other parts of Council may be involved in providing services and resources that support partnering arrangements and shared work programmes.

Service purchaser – the Council also engages many organisations to provide services and carry out activities on its behalf. In some cases services are specified via tender processes or procured on a purely contractual basis. However, in some cases, there will be opportunities for Council to seek and/or incorporate more relational arrangements over time. Significant potential exists to grow some contract for service transactions into more 'add value' arrangements that build capacity and extend into joint work programming opportunities.

It should be noted that as a regulatory authority – the Council is legally required to uphold, administer and enforce many different laws and regulations. At times Council's diverse roles, especially its regulatory and non regulatory roles, will come into conflict. These tensions will be acknowledged, discussed and managed as they arise. The Council is committed to continuing to explore ways to reduce the tension between its roles as 'regulator and enabler' where possible. However, in some cases finding common ground will not be possible.

PARTNERING POLICY FOR WAITAKERE



Henderson Community Board road safety initiative in action.



Massey Community Board Unsung Hero Award presentation.

IN PRACTICE

The Council's partnering arrangements will have both relational, outcome and task focused components. All are important.

The Council recognises developing strategic relationships and working towards formal partnering arrangements takes time, commitment and resourcing. Partnering is a means to an end – not an end in itself. Working at the collaboration-partnership end of the partnering continuum requires careful and considered thought, in terms of what might be achieved by working together and what processes, structures and resourcing will be required to help achieve shared objectives and plans.

Partnering with local government can be complex. At an organisational level, both elected members (Councillors and Community Board members) and Council staff are involved in a range of strategic relationships to help achieve the City's goals⁴. In some cases staff support elected members to sit at partnering tables on Council's behalf, and in other cases, core relationships and working together arrangements sit more directly with Council officers, with direction setting and progress/performance

reporting back to Council and/or Community Boards as required. In other cases, it is Community Board members themselves who will have direct relationships with local groups and initiatives.

To support greater consistency, effectiveness, and transparency as a partner organisation, Council will develop a database of its core strategic partnering arrangements. This database will clearly outline:

- the nature and purpose of each strategic partnering arrangement
- existence of formal documentation and/or agreements, including financial commitments
- roles and responsibilities of elected members and officers in supporting the partnering arrangement e.g. being clear where relationship management, decision making, reporting roles etc lie
- identification of political and officer led 'champions' to oversee/offer practical support where required.

⁴It should be noted that both Council and Community Board members will also have wide range of informal relationships which also support City and community building goals and aspirations.

PARTNERING POLICY FOR WAITAKERE



Te Whanau o Waipareira Trust -Council MOU signing.



Crime Prevention through environmental design training.

Initiating Partnering Arrangements

Where new strategic relationships are developed and/or parties working with Council wish to enter into more formal arrangements, there needs to be initial shared dialogue to focus clearly on:

- the purpose of and vision for working together
- anticipated nature of the working together arrangement i.e. where it sits on the partnering continuum
- the benefits from formalising/documenting the relationship
- clear expectations of the Council/and other parties – likely roles, responsibilities and commitments required to make things happen
- timeframes and process for developing agreements (e.g. identifying who needs to be involved, document drafting process, initial resourcing and capacity building requirements for this phase; and communication, mandating and sign off processes etc).

It is likely new partnering arrangements will be developed with an initial one year horizon, at which time both relational and task focused components of the arrangement can be reviewed and adapted as required. New formal partnering agreements will be brought to the Council or nominated representatives for discussion and approval prior to being signed. Useful guidance for those preparing partnering agreements can be found in the Partnering Practice Guide.

Provision of Capacity Building Resources to Support and Strengthen Participation of Community Partners

The Council acknowledges that it is sometimes the larger and better resourced partner. Where resourcing issues are identified as a real barrier to:

- effective participation in partnering development phases
- attendance at strategic partnering tables or
- preventing existing partnering arrangements from deepening

The Council will provide appropriate partnering capacity building resources. These may range from financial resources, to room hire, attendance at the Council run professional development training courses, community engagement or administration assistance. Requests and requirements for additional capacity building support will be negotiated with relevant community partners on an 'as needs' basis.

PARTNERING POLICY FOR WAITAKERE



Plaque commemorates 10 years as a Safe Community.



NZ Police sign 2009 Safe Communities Agreement.

Sustaining and Enhancing Partnering Arrangements

Where pre-existing partnering arrangements with Council exist, any subsequent agreements (including contracts or service level agreements) should seek to acknowledge and reference relational aspects and commitments that are shared between the parties. Where possible and practical, Council will also work to include all related contracts/agreements with a partner organisation into a single umbrella agreement.

In establishing partnering arrangements, Council is committing to long term relationships both with key organisations and individuals represented therein. Good working relationships and trust are earned by working successfully together – through good times and bad. This requires Council to pay close attention to relationship management, development and attainment of jointly agreed work programmes and functionality of processes and mechanisms that support the relationship.

An annual partnering 'health check' will be utilised (see the Partnering Practice Guide) as part of regular review and forward planning processes so that adjustments and changes can be made in an iterative way.

Enabling Long Term Commitments

As strategic relationships mature, it is expected that shared work programming and resourcing will extend from annual to three year periods. In certain cases, 10 year resourcing timeframes may also be enabled.

Where there are mutually beneficial, long term partnering arrangements in place that have resulted in high levels of trust and achievement of shared outcomes and work programmes, **and** the parties have agreed on a shared long term plan of action, the Council will also make provision for baseline resourcing to be included in each year of its Long Term Council Community Plan. Project specific costs can also be negotiated on an annual basis and collectively documented and monitored as part of a partnership work programme.

PARTNERING POLICY FOR WAITAKERE



Lady Susan Satyanand and other guests opening Toddler Day Out and Great Parenting Fair 2009.



Ten year Safe Waitakere Celebration.

Ending Partnering Arrangements

Partnering arrangements often need to change or be brought to an end for a whole variety of reasons. A 'moving on' strategy⁵ should not be viewed as an expectation of failure, rather as proactive and effective management of future change.

Where the Council enters into partnering arrangements with a reasonably fixed term or finite nature, a 'moving on' strategy will be incorporated into the initial scoping phase, with specific change elements and processes⁶ built into any partnering documentation that is developed. Where longer term relationships and horizons are envisaged, moving on strategies may focus on broader commitments to process and relevant triggers that might bring about a joint moving on conversation.

Supporting Partnering Relationships, Agreements and an Organisational Partnering Culture

Purposeful and respectful relationships lie at the heart of partnering. While external partners are often the seen as the focus, there is also considerable work and scope for improving partnering relationships, processes and practices within the Council itself.

Internal Roles and Responsibilities Clear – where there are Council staff and elected representatives involved in partnering arrangements, internal roles, responsibilities and communication mechanisms will be developed so that there is both transparency and clear accountabilities for those supporting the partnering arrangement in an ongoing way. Designated relationship managers will be named in partnering agreements.

⁵Moving on' is a positive reframing of exit, termination or sunset clauses, which collectively infer that something just 'ends'. Some circumstances may mean partners completely overhaul or transform initial partnering arrangements in order for original visions and outcomes to be met - some original members may even leave the table at this point. Therefore, a moving on strategy should also encompass provision for co-creating new partnering entities before existing arrangements end. Similarly, relevant transition processes would also need to be carefully discussed and planned for by the partners.

⁶Including anticipated completion timeframes and milestones that will mark the 'winding down' process, how any unspent monies will be dealt with, how any jointly created or owned assets, logos or other intellectual property may be distributed, how any final reflections and learning will be documented and/or communicated, conversations around any further or future working together arrangements held and final celebrations planned for.

PARTNERING POLICY FOR WAITAKERE



NZ Police and Council working together.



Safe Community Celebration 2009.

Community Boards and Place Based Council Partnering Arrangements - where there is a clear 'place based' focus to a Council partnering arrangement, the respective Community Board will be actively engaged and kept updated on progress and outcomes.

'Adding Value' to Procurement - some organisations may only have a service provider relationship with the Council. However, in some cases there may be opportunities for procurement based relationships to be extended into other partnering type arrangements. 'Strategic relationship spotting' will be encouraged and supported as 'adding value' to existing relationships may provide new ways for Council to support greater capacity for some organisations to deliver a much wider range of local services over time, e.g. community organisations or groups of local residents taking on parks maintenance contracts, businesses holding Council contracts being encouraged/supported to mentor students or provide training for local unemployed.

Sustaining an Internal Partnering Practitioner Network – across Council there are many staff who have day to day responsibilities for diverse partnering arrangements. There are also staff who have a keen interest in supporting partnering practice and

innovation. An informal staff partnering network is currently supported and will be maintained to enable:

- cross-Council partnering issues and opportunities to be jointly explored
- practical peer support, resource sharing and mentoring to enhance Council's ongoing partnering practice.

POLICY REVIEW

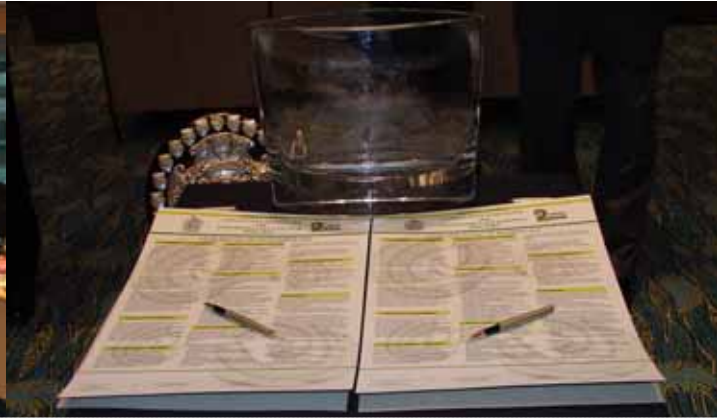
This policy establishes a baseline organisational commitment to partnering philosophies and practices. In line with good partnering practice, this policy will be reviewed in 2012 to:

- assess its usefulness and effectiveness for Council
- realign policy context and content to fit with the new regional governance landscape
- incorporate the views and perspectives of relevant partners and stakeholders and
- identify potential improvements and enhancements that can be made.

COUNCIL'S PARTNERING ROLES



Community Waitakere signs partnering agreement with Council.



EXAMPLES OF COUNCIL'S PARTNERING ROLES

Some of the key partnering roles the Council is likely to play are noted below. The reality is, as a large organisation, Council will be playing some/ many of these roles all at the same time:

Council Role	Example of current practice
<p>Participant/Partner – the Council taking a seat at partnering tables alongside neighbourhoods, community groups, other agencies and organisations etc. This role can be active or passive depending on circumstances.</p>	<p>Community Waitakere Joint Work Programme</p> <p>The partnering agreement has a set of five community wellbeing outcomes that have been jointly developed by the Waitakere City Council and Community Waitakere to guide the development of their shared work programme. One of the key features of the process is that the parties report to each other on how they are achieving these outcomes as opposed to Community Waitakere simply reporting to the Council as the funder.</p>

COUNCIL'S PARTNERING ROLES



White Ribbon March organised by the Council and community groups.



Waitakere shows leadership with range of billboards.

Council Role	Example of current practice
<p>Leadership/City Champion – often expressed through the Council’s political role. As the layer of democracy closest to local communities, the Council can be requested or may itself decide to take on catalytic leadership roles. In addition, many partners look to the Council to bring big picture, holistic thinking to the partnering table.</p>	<p>“It’s Not Okay” Family Violence Campaign</p> <p>Family Violence has been a priority for the Waitakere City Council and a feature of the Council’s Social Strategy and Crime Prevention Plan for many years. In 2007, Waitakere Mayor Bob Harvey launched the Mayoral Taskforce on Family Violence which he co-chairs with Maori Party MP and local kaumatua Dr Pita Sharples. The taskforce is supported by a Maori Roopu and a local advisory group. Both play a key role as the bridge between the taskforce and the people and agencies working in family violence prevention and intervention. They also inform the taskforce of key issues, gaps and opportunities that exist in Waitakere.</p> <p>The taskforce promotes peaceful, strong and supported families - in which family violence is not tolerated. A key taskforce initiative has been a local billboard campaign designed to raise awareness of family violence and help change attitudes and behaviour. A localisation of the national “It’s Not Okay” family violence prevention campaign, the Waitakere billboards have featured many ‘famous westies’ such as Michael Jones, Vai’iga “Inga” Tuigamala, Robyn Malcolm, Pio Terei and Mayor Bob Harvey as well as ‘ordinary’ residents.</p> <p>Waitakere City Council works with other agencies to lead the annual White Ribbon day march in Waitakere. In 2008, 800 people marched under the banner, <i>Family Violence - It’s Not Okay in Waitakere</i>. The march attracts people from all ages, cultures and backgrounds.</p>

COUNCIL'S PARTNERING ROLES



Business stakeholders in Te Atatu Peninsula support a targeted rate for town centre improvements.

Council Role	Example of current practice
<p>Networker and Broker – the Waitakere City Council has extensive contacts and strategic relationships at local, regional, national and international levels. This enables the Council to broker relationships and cross pollinate people, ideas and initiatives to support city goals.</p>	<p>Te Atatu Business Improvement District</p> <p>Te Atatu Peninsula has been a Business Improvement District (BID) since July 2008. The business stakeholders within an agreed boundary around the town centre pay a small additional targeted rate which is collected by Council and then granted back to the BID Incorporated Society. This process raises \$70,000 per annum for the Te Atatu Peninsula BID to reinvest in promoting and improving their town centre. In Te Atatu Peninsula, major activities have been to install CCTV cameras to improve safety, hiring a town centre manager, creating a website (www.thedawn.net.nz) and designing and seeking consent for some specific way-finding signage in the town centre. By working in a partnering way, the Te Atatu BID and Council are improving the economic viability of Te Atatu Peninsula.</p> <p>The Council's own town centre liaison broker works closely alongside the Te Atatu Business District in this process. Proposed business plans and agreements between Council and the BID are developed to guide how the targeted rate will be spent in the town centre. Council's broker also assists the BID and local town centre manager to:</p> <ul style="list-style-type: none"> • find additional resources • build relationships with local businesses and key stakeholders • strengthen relationships between the different parts of Council (parks, libraries, safety, roading, urban design) who are also involved in planning for and providing services in and around the Te Atatu town centre • nurture and grow their town centre in ways that produce an improved economic return as well as creating a vibrant and fun place where local residents live, connect, recreate and feel proud of.

COUNCIL'S PARTNERING ROLES



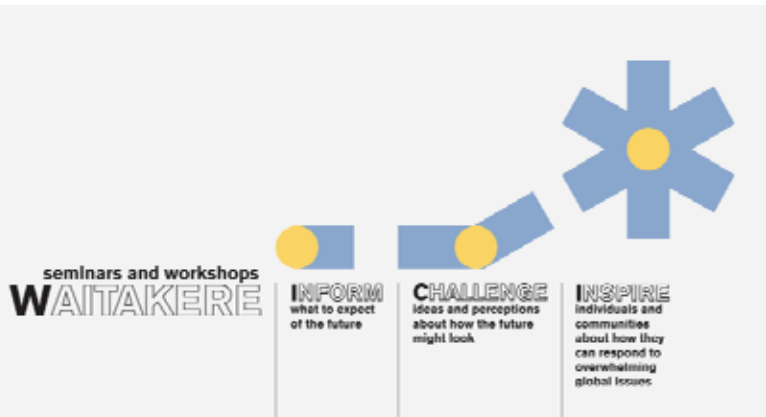
The Council supports community planting days throughout the City.



Council supplied weed bins help communities dispose of noxious weeds.

Council Role	Example of current practice
<p>Networker and Broker – the Waitakere City Council has extensive contacts and strategic relationships at local, regional, national and international levels. This enables the Council to broker relationships and cross pollinate people, ideas and initiatives to support city goals.</p>	<p>Green Network: Environmental Coordinator Role</p> <p>To help local people care for the land and environment, in 1997 the Council created a focused environmental broker position. This role works to link people, generate partnerships, provide motivation and share resources and technical skills gathered locally, nationally and internationally. As a result, businesses, community groups, schools, churches and neighbours in Waitakere are now better able to support each other and get on with looking after the places in which they live and operate.</p> <p>The Green Network has three core components. It is about a:</p> <ul style="list-style-type: none"> • network of connected natural areas across the landscape – Mana Whenua • network of nature (the healthy living of plants and wildlife within the landscape) that also gives us a healthy environment to live in – Mana Atua • network of people who live in the landscape and take care of nature in their landscape as part of their daily activities. <p>Working in a community development way and across boundaries means the Council's Green Network: Environmental Coordinator is able to help communities improve not just local biodiversity and environmental outcomes but also wider social, economic and community benefits at the same time.</p>

COUNCIL'S PARTNERING ROLES



International and national speakers challenged WICI attendees to think about the future - Niki Harre, Auckland University lecturer

Council Role	Example of current practice
<p>Kaitiakitanga – of local people, local perspectives and of the Waitakere way of working inclusively and proactively together across communities and sectors.</p>	<p>Eco City Vision: encouraging ongoing thinking via the Waitakere Involve Challenge and Inspire (WICI) seminar series</p> <p>In 1992, Waitakere declared itself an eco city. Since this time, sustainability has been at the heart of the City's thinking and planning and working. At various times, many multi stakeholder conferences, workshops and processes have been held to encourage collective thinking on how to make Waitakere more sustainable.</p> <p>In 2009, the WICI seminar series included a programme of speakers designed to provide sustainability information from new perspectives, challenge existing thinking and provide inspiration to action. This culminated in a three night workshop series and a follow up event to explore concrete actions. These events were open to all, with invitations specifically extended to partner organisations recognising the importance of community and council needing to collectively extend their knowledge and be inspired. The added benefit of thinking and talking together is the building of relationships and collective passion, enabling a more supportive environment for local innovation. Recent and future WICI series include a focus on sustainability from a Maori perspective, community currencies; and community based economic development and social enterprise.</p>

COUNCIL'S PARTNERING ROLES



Hobsonville Community planning workshop - map showing proposed waterfront development

Council Role	Example of current practice
<p>Integration and Alignment – with its legislative roles in citywide planning and identifying community outcomes the Council has an ability to encourage and facilitate alignment of cross agency visions and work programmes.</p>	<p>Social Infrastructure Planning Framework / NorSGA*</p> <p>Social infrastructure (community facilities, services and activities) plays a critical role in the creation of strong, healthy and sustainable communities. Waitakere has developed a Social Infrastructure Planning Framework to ensure future needs of communities are planned for and integrated into City growth planning. This means the Council now works with a range of government, private sector and community agencies to:</p> <ul style="list-style-type: none"> • anticipate the likely needs for social infrastructure • build these needs into the planning for growth areas so that infrastructure needs are considered alongside parks, roads, urban design etc. • help match local needs and aspirations with available resources • ensure a more coordinated approach to social infrastructure delivery. <p>At a practical level, the application of the Social Infrastructure Planning Framework involves key activities such as:</p> <ul style="list-style-type: none"> • community and demographic profiling to identify likely needs • providing information to key agencies about growth and the timing of growth to assist with their forward planning • working with key internal Council services such as Urban Design and Development, Leisure, Libraries and Parks to coordinate, plan for and fund Council provided social infrastructure • developing partnering arrangements. <p>In Hobsonville, a Memorandum of Understanding (MOU) between the Ministry of Education, Hobsonville Land Company and Waitakere City Council focuses on provision of two new schools and an early childhood education centre at Hobsonville Point. The MOU includes a work plan to ensure timing of new educational facilities coincides with the housing development and arrival of the new Hobsonville community. Importantly, the MOU also enables the parties to explore how the new schools can develop into focal points for the community, acting as joint school and community facilities.</p>

*Northern Strategic Growth Area

COUNCIL'S PARTNERING ROLES



Funding from SPARC helps support the Active Waitakere programme in local communities.

Council Role	Example of current practice
<p>Enabler – supporting partnering processes and assisting others to achieve their/shared goals through many diverse mechanisms including:</p> <ul style="list-style-type: none"> • funding – responsible resourcing to support jointly agreed work programmes or activities • access to land, facilities or other Council assets • research/knowledge/data – the Council has extensive information systems and technical knowledge that can add significant value to local collaborations • administration and support – the Council has support resources that can assist partnering processes e.g. provision of meeting rooms, note taking and mail outs, catering etc. • printing, publicity and promotion – the Council has in house systems and resources which can assist local partners and collaborations to communicate and promote their work • moral support and encouragement. 	<p>Active Waitakere</p> <p>The Council is a key partner in Active Waitakere, a collaborative project which aims to increase physical activity levels in Waitakere. This project brings together the Council, community sector and government partners, with shared goals directly contributing to achieving many community outcomes.</p> <p>The Council plays a wide range of roles within this partnership, such as a leader, supporter but primarily as an enabler. For example, the Council contributed initial seed funding to enable Active Waitakere to secure substantial three year programme funding from SPARC* for a local neighbourhood physical activity initiative.</p> <p>The Council has provided spaces for Active Waitakere activities to take place (such as the ballroom dancing initiative with Beatrice Faumuina held in Kelston Community Centre – see picture below) and Council's print room often prints flyers and posters for Active Waitakere projects. Council officers also provide expertise and knowledge as part of teams focused on a number of different project areas – ranging from helping diverse populations get more active, to improving active environments in the City and working with older adults and young people.</p>

*Sport and Recreation New Zealand

COUNCIL'S PARTNERING ROLES



Council and community assess design and location options for the new community facility.

Council Role	Example of current practice
<p>Enabler – supporting partnering processes and assisting others to achieve their/shared goals through many diverse mechanisms including:</p> <ul style="list-style-type: none"> • funding – responsible resourcing to support jointly agreed work programmes or activities • access to land, facilities or other Council assets • research/knowledge/data – the Council has extensive information systems and technical knowledge that can add significant value to local collaborations • administration and support – the Council has support resources that can assist partnering processes e.g. provision of meeting rooms, note taking and mail outs, catering etc. • printing, publicity and promotion – the Council has in house systems and resources which can assist local partners and collaborations to communicate and promote their work • moral support and encouragement. 	<p>McLaren Park Henderson South Community Initiative</p> <p>The Council has played an active role in working alongside McLaren Park Henderson South (MPHS) to help progress their dream for a new community facility into a reality. The Council has been working alongside community representatives each step of the way – from feasibility studies, land allocation, concept design, community consultation and funding. As part of the four year journey to date, MPHS community representatives have been consistent members around the Building Project Control Group table – meaning the Council has needed to listen and take advice from the community. Similarly, the community has learned a lot from working alongside Council officers with technical expertise.</p>

COUNCIL'S PARTNERING ROLES



Testing the Safe Waitakere driveway run over display.



Ministry of Health funds collaborative Safe Waitakere Injury Prevention project.

Council Role	Example of current practice
<p>Convenor – because of its place based focus Council is often seen as a neutral umbrella and having mandate to bring various parties together for collective discussion and potential shared action planning. The Council's involvement often brings legitimacy to an issue/idea and Council's leadership helps bring others to partnering tables.</p>	<p>Safe Waitakere Injury Prevention Project</p> <p>The Safe Waitakere Injury Prevention project (SWIP) convenes a range of cross- sector coalitions and working groups focusing on the prevention of unintentional injuries in Waitakere. Although funded by the Ministry of Health, SWIP is purposely based within a local authority setting to enable an effective Waitakere wide focus. The SWIP convening umbrella enables many different agencies to come together to share ideas, discuss work programmes, look at new services, collaborative initiatives and alignment of safety messages and information in Waitakere. As well as convening, Waitakere City Council is also a participant around the SWIP partnering table.</p> <p>With a long term commitment to working collaboratively with community and government agencies, much has been achieved. For example the Driveway Run-over prevention group within SWIP has helped lead a marked decline in these injuries over the past two years. Waitakere has participated in the regional Rock Fishing awareness campaign to create awareness among local fishermen of the dangers of Waitakere's coastal environment.</p>

COUNCIL'S PARTNERING ROLES



West Harbour residents planting flax to improve their neighbourhood.



Marmalade making at the Ranui Community House.

Council Role	Example of current practice
<p>Fund Holder – given its well developed financial systems, local government can be asked by other partners and funding organisations to take on budget holding roles on behalf of other partner organisations. This acknowledges the fact that sometimes other partners do not have the appropriate legal or financial structures/ systems to manage third party or collaborative funding. In other cases, fund holding is viewed as a component of a local convening or host role.</p>	<p>Massey Ranui Sustainable Neighbourhood Project</p> <p>Waitakere City Council is one of five project partners (Massey Matters, Ranui Action Project, Community Waitakere and Inspiring Communities) who collaborated on a joint application to the Department of Internal Affairs (DIA) Community Development Scheme. The application was successful, resulting in three years funding for a neighbourhood development broker.</p> <p>Rather than create a new separate entity to support the collaboration, the Council was asked by other project partners to take on the overall 'lead partner' role. This means Council holds DIA funds on behalf of the project partners, employs the worker and provides contract and financial management processes to support the initiative.</p>

COUNCIL'S PARTNERING ROLES



An eco city partnership between residents and businesses in action.



Michael Jones, a lucky shopper and Cr Brady on Bags Not Launch Day.

Council Role	Example of current practice
<p>Spokesperson and Advocate – (when requested) Council can take on spokesperson roles to help articulate local ideas and needs. This sometimes extends to political advocacy, enabling greater focus and attention on local positions and concerns.</p>	<p>Bags Not</p> <p>Bags Not! is an eco city partnership with residents and businesses to achieve a plastic shopping bag free Waitakere. Led by the Waitakere City Council and championed by Mayor Bob Harvey, Waitakere is the first New Zealand city to declare a goal of going plastic shopping bag free.</p> <p>In 2009 the Mayor launched the ‘Bags Not!’ campaign at Westfield, West City. The Council’s advocacy has also been backed up with practical ideas and information on what could be done differently. The website (www.bagsnot.co.nz) has been created to provide information on ways to avoid using single use plastic shopping bags and source more environmentally-friendly options. It’s also packed with facts and figures, answers to frequently asked questions and examples of successful plastic bag eradication campaigns around the world.</p>


COUNCIL'S PARTNERING ROLES



Community clean up at West Harbour.



Crime safety information provided to vehicle owners.

Council Role	Example of current practice
<p>Service provider – while one part of the Council may be at the partnering table, other parts of the Council may be involved in providing services and resources that support partnering arrangements and shared work programmes.</p> 	<p>Rubbish skips for community clean ups in Massey</p> <p>As part of the Tatou West Harbour initiative, a number of community clean up and environmental restoration projects have been initiated. Through funding provided to Massey Matters, Council provides resourcing for a community development broker in West Harbour to help catalyse and support resident led action. Other parts of the Council are also called on to assist with clean ups, providing rubbish skips and advice on weed maintenance and planting programmes to support long term community action plans.</p> <p>Safe Summer Campaigns – Operation Speedo</p> <p>Operation Speedo is a multi-agency approach to reducing car/general crime over the Christmas holiday period. With a focus on patrolling carparks at Waitakere's popular beaches, dams and bush tracks, Operation Speedo aims to minimise car thefts and break-ins at popular recreation spots and provide advice and reassurance to visitors.</p> <p>Now in its fourth year, Operation Speedo is coordinated by Safe Waitakere's Vehicle Crime Action Group and involves a wide range of agencies including the Waitakere City Council Parking Enforcement team. As part of this initiative Council Parking Infringement Officers align their daily patrolling to hot spot locations and deliver vehicle crime prevention messages/resources. The various agencies also utilise a shared communications radio channel which allows for the timely sharing of information such as suspicious activity.</p>

COUNCIL'S PARTNERING ROLES



Partnering with local community organisations and communities to restore the health and mana of local streams.

Council Role	Example of current practice
<p>Service purchaser – the Council also engages many organisations to provide services and carry out activities on its behalf. In some cases services are specified via tender processes or procured on a purely contractual basis. However, in some cases, there will be opportunities for Council to seek and / or incorporate more relational arrangements over time. There exists significant potential to grow many potential transactional arrangements into more ‘add value’ arrangements that can build capacity and potential for new ways of working.</p>	<p>Project Twin Streams – community contractor relationships</p> <p>The Council plays many partnering roles in relation to Project Twin Streams (PTS). Contractual relationships are negotiated with community organisations within different stream catchments to enable local community engagement, coordinate public planting days and develop ongoing guardianship roles in relation to stream restoration. There is a contractual relationship between the Managers Group (i.e. from PTS community contract organisations) and Council to carry out transition planning for future governance of PTS. Partnering in this context involves consistent, conscious efforts to keep the workstreams of the Council, Auckland Regional Council and PTS community organisations aligned.</p> <p>Partnering relationships extend beyond a service contract. As primary facilitators of stream restoration, community coordinators require access to many parts of Council such as Ecowater, parks planning and assets, transport strategy and assets, public affairs, urban design and planning and consents. To assist, a designated Council staff member is engaged to broker ongoing relationships between PTS community coordinators, Council and private sector contractors working for Council in the PTS area.</p> <p>The Council’s team works with local community coordinators to build capacity and creative learning. A partnering approach helps:</p> <ul style="list-style-type: none"> • foster community engagement/ownership of issues and solutions • empower community leaders to undertake ongoing stream care • provide space for community enterprises, training and job creation opportunities to emerge from PTS activities • catalyse learning through participation in local art initiatives • facilitate environmental riparian advice and assistance with planning, weed clearance, maintenance and monitoring • promote what’s being achieved and how.

COUNCIL'S PARTNERING ROLES



Tag Out Trust works to clean up, educate and help prevent graffiti vandalism. Rail corridor graffiti removal with Department of Corrections.

Council Role	Example of current practice
<p>Service purchaser – the Council also engages many organisations to provide services and carry out activities on its behalf. In some cases services are specified via tender processes or procured on a purely contractual basis. However, in some cases, there will be opportunities for the Council to seek and / or incorporate more relational arrangements over time. There exists significant potential to grow many potential transactional arrangements into more 'add value' arrangements that can build capacity and potential for new ways of working.</p>	<p>Tag Out Trust Graffiti Removal</p> <p>The Tag Out Trust (TOT) is the main contractor to Council involved in many areas of graffiti vandalism from rapid removal to education and prevention. TOT activities are supported by Department of Corrections, who with the help of community work offenders (those ordered by the courts to complete reparation sentences) remove rubbish and graffiti and undertake landscaping work to help deter future tagging. With funding support from the Ministry of Justice, in 2008 Waitakere City Council, Kiwirail, the Corrections Department and the Auckland Region Graffiti Free (ARGF) Project launched a unique project to eradicate graffiti vandalism and beautify the rail corridor within Waitakere. To date this project has successfully maintained the rail corridor and keeps it graffiti free. The beautification work is undertaken off-peak on Sundays (weather permitting) by a team of 14 community service workers and two supervisors. Workers and supervisors follow a rail corridor safety plan developed by the Council and KiwiRail. The council also provides such services as free rubbish removal and landscaping advice.</p>

COUNCIL'S PARTNERING ROLES



Piha Coastcare Trust mobilises dune restoration.



Local people's involvement has led to successful outcomes.

Council Role	Example of current practice
<p>Service purchaser – the Council also engages many organisations to provide services and carry out activities on its behalf. In some cases services are specified via tender processes or procured on a purely contractual basis. However, in some cases, there will be opportunities for the Council to seek and / or incorporate more relational arrangements over time. There exists significant potential to grow many potential transactional arrangements into more 'add value' arrangements that can build capacity and potential for new ways of working.</p>	<p>Piha Beach Ranger Service – purchased through and enhanced by Piha Coastcare Trust</p> <p>Thousands of people visit Piha Beach each day in summer, and the Council now provides a Ranger Service through contracting Piha Coastcare Trust. When the community-based Piha Coastcare established itself as a trust and successfully tendered to provide the service, it added value to the contract by offering to provide an increase in the service and provide other benefits such as educational engagement with children at the local day care.</p> <p>Having local people actively involved in 'looking after their place' is also helping increase community reporting of issues and repairs. Having a contract with the Council is assisting the Piha Coastcare Trust to become more financially sustainable, thus encouraging the organisation to progress and plan other community-led initiatives.</p>

COUNCIL SERVICES CONTACT DETAILS



Massey Matters engage residents on a Massey vision.



Pacifica Living Arts Event.

ON LINE

www.waitakere.govt.nz

Email: Waitakere@waitakere.govt.nz

CUSTOMER SERVICES CALL CENTRE

All enquiries - 24 hours, 7 days per week

Telephone (09) 839 0400

WAITAKERE CENTRAL

Opening hours 8 am - 5 pm, Monday to Friday

Address:

6 Henderson Valley Road

Henderson 0612

Waitakere

Telephone (09) 836 8000 (This is also the prime contact number, should you know the extension number of the person you need to speak to.)

Facsimile (09) 836 8001

Image back cover:

A cultural group from Rutherford High School take part in the opening of the joint Unitec-Waitakere City Council library complex, Henderson CBD.

Partnering Policy for Waitakere

DECEMBER 2009

