

FUNDING AND SERVICE AGREEMENT BETWEEN LHS & COUNCIL – SCHEDULE 1

2007/2008

COUNCIL OBJECTIVES These refer to Council's broad aims for arts and culture for the City	DESCRIPTION OF SERVICES These refer to LHS's contribution to Council's objectives	PERFORMANCE TARGETS 2007/08 Performance targets are a measure of LHS's contribution to Council's objectives	LHG Outcome 2007/08
<p>1. Develop and foster the practice and appreciation of arts and cultural heritage in Waitakere City, through contemporary New Zealand art.</p>	<p>1.1 Present an annual arts programme that reflects the excellence of contemporary art in New Zealand</p>	<ul style="list-style-type: none"> 6 main exhibitions accompanied by approximately 6 smaller exhibitions. Total annual attendance by at least 38,000 people. Attendance is recorded at the gallery: daily attendances, openings, school visits, films and events run by LHS at other venues. Number of new visits to the gallery (by annual survey). 	<ul style="list-style-type: none"> 7 main exhibitions: Wild Creations; To the Harbour – Stanley Palmer; Portage Ceramic Awards 2007; In Good Form – Roy Good; Adam Portraiture Awards; Second Empire – Gavin Hipkins; Eyl Iran. Total = 31,576 11 smaller exhibitions: Out West – Chris Hoult; Best in Show – Sarah Maxey; Secondary Schools Art Awards; Ara Hupana: Flight Path – Maree Mills; Beauty or Beast – Gillian Taylor; Ghost Guest Host – James Robinson; Openings – Christina Beth; Information Recorded – Justin Morgan; The Bronze Goat – David Kennedy; A Moveable Feast – Rohan Wealleans; Horatia Matariki – Hoani Waititi Marae; Trash to Fashion <p>City artists:-</p> <ul style="list-style-type: none"> Roy Good; Chris Hoult; Christina Beth; Gillian Taylor; Tabatha Forbes; Hoani Waititi Marae students & teachers = 15 <p>Regional/National:-</p> <ul style="list-style-type: none"> Stanley Palmer; Monique Jansen; Maree Mills; Sarah Maxey; Gavin Hipkins; James Robinson; Rohan Wealleans; David Kennedy; + 10 Wild Creations artists; + 42 Portage Ceramic Awards artists; + 12 Trash to Fashion entrants = 72 <p>All exhibition openings were followed with an artist's talk, total = 10.</p> <ul style="list-style-type: none"> Maree Mills; Waikare Gregory; Fiona Pardington; Hoani Waititi Marae students & teachers, 3 separate exhibitions Maori short films night Workshop – Ta Moko Print Horatia Matariki exhibition Eyl Iran – a Gold Coast City Art Gallery travelling exhibition – was the first exhibition of its kind to present recent contemporary photography from Iran in a major exhibition in New Zealand. Active member of WOAT.
	<p>1.2 Profile City artists of national significance.</p>	<ul style="list-style-type: none"> Exhibitions include profiling at least 2 City artists in significant exhibitions. Exhibitions include profiling 6 regional and national artists. Gallery Talks. Tours of Gallery and talks on current exhibitions: 6 per year. Artists talks with every exhibition 	
	<p>1.3 Reflect the bi-cultural commitment of the City.</p>	<ul style="list-style-type: none"> Involve Maori artists in at least two main exhibitions or arts events, which reflect Maori culture. <p>Programme workshops or events to reflect the Matariki celebration.</p>	
	<p>1.4 Present an annual arts programme that reflects/address the cultural diversity of the City.</p>	<ul style="list-style-type: none"> Ensure that multi-cultural representation is reflected in the total programme. 	
<p>2. Develop City identity and profile through arts and cultural programmes, which reflect the unique arts and cultural life of Waitakere City.</p>	<p>2.1 Encourage cultural tourism through partnerships and joint promotions.</p>	<ul style="list-style-type: none"> Increased contact and joint ventures with tourist operators. Partnership promotion with Corban Estate Arts Centre. 	

COUNCIL OBJECTIVES These refer to Council's broad aims for arts and culture for the City	DESCRIPTION OF SERVICES These refer to LHS's contribution to Council's objectives	PERFORMANCE TARGETS 2007/08 Performance targets are a measure of LHS's contribution to Council's objectives	LHG Outcome 2007/08
2.2 Actively seek a range of opportunities to promote and market the exhibition and educational programme.	2.2 Actively seek a range of opportunities to promote and market the exhibition and educational programme.	<ul style="list-style-type: none"> Seek editorial coverage and listings in a range of arts media. Monitor success. 	<ul style="list-style-type: none"> All press releases, newsletters and invitations are posted and emailed to a current media database. LHG exhibitions generally receive good editorial cover in the Herald, Metro, Art Zone, Art NZ and Art News and art focussed websites. Editorial cover in the Western Leader is improving. All media clippings are archived.
2.3 Actively promote Waitakere City Council's support and contribution	2.3 Actively promote Waitakere City Council's support and contribution	<ul style="list-style-type: none"> Manage the display of Council's logo appropriately and prominently on all publicity. Acknowledge at all times Council's supporting role in the public domain. 	<ul style="list-style-type: none"> WCC acknowledgement appears on LHGs home page. The logo appears on the quarterly newsletter, street banner (when used), foyer and street window display cases all advertisements and all exhibition invitations. WCCs support and contribution is acknowledged at all exhibition openings.
3. Provide access to the arts for a wide range of ages and cultures.	3.1 Create at least one event focussed on youth at secondary schools, alternative schooling and wharekura.	<ul style="list-style-type: none"> Facilitate an annual exhibition of student art in a location in the City. Secure external funding to keep 'Art in the City' circulating. 	<ul style="list-style-type: none"> Secondary Schools Art Awards (exhibition) Trash to Fashion (exhibition) Horahia Matariki – Hoani Waititi Marae Students (exhibition) Logistics of transporting Art in the City is proving difficult, we are investigating other way of using this valuable resource.
3.2 Plan the exhibition and public programme to support and promote other cultural events in the City, including the Going West Books & Writers Festival, Trash to Fashion and Matariki.	3.2 Plan the exhibition and public programme to support and promote other cultural events in the City, including the Going West Books & Writers Festival, Trash to Fashion and Matariki.	<ul style="list-style-type: none"> Plan and liaise with organisers of significant cultural events when developing the programme and throughout the year. 	<ul style="list-style-type: none"> To compliment Going West we presented three book-based exhibitions:- To the Harbour – Stanley Palmer; Out West – Chris Hoult; Best in Show – Sarah Maxey Trash to Fashion (exhibition) Horahia Matariki – Hoani Waititi Marae students and teachers exhibition.
3.3 Administer an education programme of workshops, classes, forums and lectures for students, other young people and the general public.	3.3 Administer an education programme of workshops, classes, forums and lectures for students, other young people and the general public.	<ul style="list-style-type: none"> Multi-level teaching units linked to each exhibition to be planned and taught throughout the year. Number attending, at least 2,500 annually. Studio open days, 6 per year run in conjunction with the Tiritangi Markets and incorporating artist's demonstrations and workshops. Monitor and report visitor numbers. Investigate opportunities through LEOTC to fund education programmes. 	<ul style="list-style-type: none"> The education programme is designed to compliment the exhibition programme and give students the full art experience covering all four strands of the visual arts curriculum: practical knowledge, developing ideas, communicating ideas and understanding art in context. Gallery and workshops visits from schools have increased significantly and feedback has been terrific. Total education visitor numbers for this period is 5,308, a 64% increase on last years figure. 6 studio open days. Investigating LEOTC opportunities.

A2

COUNCIL OBJECTIVES These refer to Council's broad aims for arts and culture for the City	DESCRIPTION OF SERVICES refer to LHS's contribution to Council's objectives	PERFORMANCE TARGETS 2007/08 Performance targets are a measure of LHS's contribution to Council's objectives	LHG Outcome 2007/08
	3.4 Provide an Arts Information Resource available to students and members of the public.	<ul style="list-style-type: none"> Produce digital archives for all exhibitions and selected events, and make available to the public. Produce at least six exhibition publications or videos subject to external funding. Maintain and update LHS's web site on the Internet. Maintain current approved practices for use of artists work in relation to copyright and IP. Continue to develop a library for research purposes. 	<ul style="list-style-type: none"> All exhibitions are digitally archived and will be accessible to the public once a secure place has been established. Four significant exhibition publications were produced this year – Wild Creations; To the Harbour; Portage Ceramic Awards and In Good Form – The abstract art of Roy Good. Funding support came from the Portage Trust, Creative New Zealand The Department of Conservation, Roy Good and Stanley Palmer. LHG also produced an in-house booklet for The Bronze Goat exhibition, a poster to compliment Rohan Wealleans exhibition and a special poster edition of LHG newsletter. LHG website is continually updated.
4. Support the delivery of arts and services by a range of local providers.	4.1 Act in advisory capacity to Council, assisting with the development of initiatives as mutually agreed. 4.2 Communicate with artists, gallery friends, community groups, City Councillors, art institutions, visitor and professional bodies (nationwide).	<ul style="list-style-type: none"> Advise on and provide valuations of artworks when requested. Provide professional advice to Council on art projects when mutually agreed upon. Quarterly newsletter (circ. 2,000) produced and distributed Online newsletter to be produced Ongoing support for a team of volunteer gallery assistants in a changing and evolving role Show an increase in the number of the 'Friends of Lopdell House Society' 	<p>LHG has received no requests to date but I am confident the incumbent staff have the expertise.</p> <ul style="list-style-type: none"> Quarterly newsletter circulation (posted to individuals) is 2,360 – 30% increase on last year – total print run is 4,000 per quarter. Newsletter is reproduced in an email version, with frequent updates posted. LHG hosts regular meetings with volunteers. Friends membership has increased by 5% in the last 12 months.
5. To develop and expand Waitakere City's regional gallery – Lopdell House Gallery	5.1 Continue to plan towards an upgrade of Lopdell House Gallery to increase access and extend the potential to host touring and other nationally significant exhibitions	<ul style="list-style-type: none"> Contribute to the development plan, in partnership with the new Lopdell House Development Trust, for the wider development of the Lopdell House Arts Precinct Develop and maintain the Lopdell House Gallery shop. 	<ul style="list-style-type: none"> LHG staff have all made themselves available for meetings with the architects of the new gallery and the project manager. LHG shop is Tīrangi's best venue for a fabulous selection of work by leading New Zealand craft artists and a great selection of art books and magazines.

COUNCIL OBJECTIVES These refer to Council's broad aims for arts and culture for the City	DESCRIPTION OF SERVICES These refer to LHS's contribution to Council's objectives	PERFORMANCE TARGETS 2007/08 Performance targets are a measure of LHS's contribution to Council's objectives	LHG Outcome 2007/08
	5.2 Continue relationship with McCahon House Trust, with a view to supporting and sustaining an artist's residency at McCahon House. This to enhance the development of a national/international status for Lopdell House Gallery.	<ul style="list-style-type: none"> Continue to work in partnership with McCahon House Trust to maintain the artists residency programme and a public access and education programme. Support the McCahon House residency programme by curating up to 3 exhibitions annually for the chosen artists-in-residence. 	<ul style="list-style-type: none"> LHG held 2 residency artist talks separate from exhibition opening talks. 3 McCahon residency artists exhibitions: James Robinson, Gavin Hipkins and Rohan Wealteans. McCahon evening – Art and its Criticism Call for submissions published in LHG newsletter. All McCahon House activities are promoted in LHG newsletter.
	5.3 Extend the public/education programme and increase capacity in curating shows.	<ul style="list-style-type: none"> 6 specific public programmes aimed at the wider public and distinct from the existing schools education programme. Art on the Beach delivered annually Investigate partnerships for growing Art on the Beach. 	<ul style="list-style-type: none"> 10 public programme events <ul style="list-style-type: none"> Wild Night of Poetry & Jazz – to celebrate National Poetry Day during the Wild Creations exhibition. McCahon evening – Art and its Criticism Bloody Can Do – Jack Finn, a talk about a kayaking expedition around the Auckland Isles. Good as Goldie, the life story of Karl Sim Portage Ceramic Awards judge gave a presentation at Auckland Museum Lunchtime concerts x 4 Late@Lopdell, late night opening Art on the Beach – featured the Wild Theatre production <i>Fishing for Shadows</i>. Worked in partnership with West Coast Gallery to bring a full days entertainment to Piha. The highest standards of curatorial expertise are maintained by our full-time curator. A part-time Public Programmes person was recruited in February 2008.
	5.4 Maintain high standards of curatorial expertise	<ul style="list-style-type: none"> Maintain a full time curatorial position. 	
	5.5 Develop the Public programme capacity	<ul style="list-style-type: none"> Investigate options and resources for a public programmes position 	
6. Act as an advocate for the arts, locally, regionally and nationally.	6.1 Develop and sustain strong relationships with other local, regional and national art bodies (CNZ) and take an active role at a national level within Museums Aotearoa.	<ul style="list-style-type: none"> Promote and present ideas at a national/international level through seminars, forums and conferences, as appropriate. Participate in WAN (Waitakere Arts Network) 	<ul style="list-style-type: none"> All staff participate in appropriate seminars and conferences. LHG staff no longer participate in WAN meetings.
7. Support the Arts Strategy for the City.	7.1 Provide professional advice to Council on arts strategy and	<ul style="list-style-type: none"> Provide support and advice on the arts strategy and implementation. 	<ul style="list-style-type: none"> LHG has received no requests to date but I am confident the incumbent staff have the expertise.

A4

<p>COUNCIL OBJECTIVES These refer to Council's broad aims for arts and culture for the City</p>	<p>DESCRIPTION OF SERVICES These refer to LHS's contribution to Council's objectives</p>	<p>PERFORMANCE TARGETS 2007/08 Performance targets are a measure of LHS's contribution to Council's objectives</p>	<p>LHG Outcome 2007/08</p>
<p>8. Maintain sound governance procedures in all aspects of LHS activities</p>	<p>8.1 Follow sound governance procedures and take advice on issues as they arise.</p>	<ul style="list-style-type: none"> Conduct performance reviews on key staff in accordance with Councils Human Resources recommendations. Conduct annually an AGM in accordance with the Lopdell House Society Constitution Use sound management procedures on a daily basis to manage LHS's objectives. 	<ul style="list-style-type: none"> All staff undertake an annual performance review. AGM held 4pm, Sunday 23 September in the Seminar Room, Level One, Lopdell House. Activities are reported aligned with the goals and objectives of LHS to LHS Governance Committee at a monthly meeting.

<p>COUNCIL OBJECTIVES These refer to Council's broad aims for arts and culture for the City</p>	<p>DESCRIPTION OF SERVICES These refer to LHS's contribution to Council's objectives</p>	<p>PERFORMANCE TARGETS 2006/07 Performance targets are a measure of LHS's contribution to Council's objectives</p>	
<p>9. Fiscal Responsibility</p>	<p>9.1 Maximise funding from all sources.</p>	<ul style="list-style-type: none"> Meet Council's requirements for budget management and reporting. Seek funding support from outside funding sources Use best practice financial management practices and procedures 	<ul style="list-style-type: none"> Six-monthly financial reports are submitted by LHS Treasurer. Total funding from sources other than WCC = \$200,372. Financial reports are submitted to LHS committee on a regular basis and accounts are audited each year.

A5

FUNDING AND SERVICE AGREEMENT 2008/2009

BETWEEN: LOPDELL HOUSE SOCIETY INC ("LHS")
AND: THE WAITAKERE CITY COUNCIL ("Council")

BACKGROUND

Council is committed to achieving a sustainable, dynamic and just city by means of partnership with key community organisations. Council and LHS share a number of common objectives. Council's objectives are sourced in the Long Term Council Community Plan and the Arts and Cultural Strategy. LHS's objectives are sourced in its one and five year plans.

Council owns the building known as "Lopdell House", situated at the corner of Titirangi and South Titirangi Roads, Titirangi Village. A portion of the building comprising the basement workshop, the ground floor galleries and associated areas and the first floor area is leased to LHS in accordance with a deed of lease between Council and LHS dated 26 February 1996 ("Deed of Lease").

LHS has sought funding from Council to enable it to manage this portion as the regional art gallery for the City. Lopdell House Gallery is the public art gallery for Waitakere City, presenting a range of exhibitions and public programmes annually that reflect the excellence of contemporary art in New Zealand. The exhibitions include artists who are local, national and international. The Gallery endeavours to reflect the cultural diversity of the city and each year profiles several artists from the region who are of national significance. The Gallery constantly strives to reach audiences locally, nationally and internationally.

Council wishes to fund LHS for the period from 1 July 2008 to 30 June 2009 ("Funding and Service Agreement period"). LHS and Council wish to continue their joint efforts towards meeting mutual objectives and operating in a co-operative manner.

LHS and Council wish to record their agreement as follows:

OPERATIVE PART

1. Amount and timing of funding

- 1.1 Council will grant funding to LHS totalling \$452,000 (plus GST). From this amount the sum of \$82,000 (plus GST) will be applied by LHS to Council in payment of rental pursuant to the Deed of Lease.
- 1.2 Rental arrears of \$9,000 per annum are also due and payable to Council in each calendar year. This amount will be deducted at the rate of \$2,250 per quarter from the quarterly payment due. An invoice for \$90,250 (plus GST) should be sent to Council the month prior to the quarterly payment coming due. Quarterly payments are due on the 31st September, December, March and June of each year.

2. Services to be Provided

- 2.1 LHS will apply each instalment to providing the services described in Schedule 1 ("services") during the funding and service agreement period.

A6

3. Performance Measures

- 3.1 During the funding and service agreement period LHS will contribute to Council's objectives (set out in Schedule 1) and use its best endeavours to meet the performance targets (also set out in Schedule 1).
- 3.2 LHS will ensure that the performance measures as set out in Schedule 1 are monitored throughout the funding and service agreement period.

4. Invoice Arrangements

- 4.1 LHS will issue tax invoices to Council as follows:

Yearly grant	\$452,000
Less rental	\$82,000
Less rent arrears	\$9,000
Total grant due	\$361,000
Quarterly payments due	\$90,250
GST	\$11,281.25
Total quarterly invoice	\$101,531.25

The invoice should refer to Contract 2632 and be sent to the attention of Naomi McCleary. The amount of \$90,250 plus GST reflects the Council's intention to deduct at source, the quarterly rental payment and rent arrears due to Council. For completeness of record keeping, Council will produce a proforma invoice for the rent due.

5. LHS's Other Responsibilities

- 5.1 All of LHS's advertising, newsletters and letterheads connected with the Services will carry an acknowledgement of the Council's support and may use Council's logo for this purpose.
- 5.2 LHS will allow Council's Representative to have access to all of LHS's records that are relevant to this agreement, subject to legal requirements of confidentiality.
- 5.3 LHS will ensure that it meets all its legal obligations in relation to the health and safety of its employees and customers in connection with the performance of this agreement.

6. Reporting to Council

- 6.1 LHS will provide to the Council Representative:
 - (a) its business plan in respect of the funding and service agreement period upon adoption by its board;
 - (b) six-monthly reporting on progress in the period in accordance with the requirements in Schedule 2;
 - (c) a final report, which includes the audited financial statements, on progress in the period from 30 June 2008 to 30th December

A7

6.2 LHS will make at least one presentation to a Council committee and make its written report in relation to such presentation available to the committee either in the agenda or at the committee reporting. Council's representative will provide notice of the requirement to make a presentation at least once month prior to the committee meeting date.

7. Liaison Between Council and LHS

- 7.1 LHS will liaise with Council staff on a continuing informal basis in relation to matters covered by this funding and service agreement, including regular meetings with Council's representative or nominee(s).
- 7.2 Both Council and LHS will use their best endeavours to exchange information which is relevant to each other's activities.
- 7.3 LHS will assist Council's representative in the setting of a budget amount for the 2009/2010 year. LHS is encouraged to identify costs in relation to programmes which are funded by Council and those which are funded by Central Government. LHS may make a submission on Council's Annual Plan in relation to subsequent years' funding and services.

8. Resolution of Disputes

- 8.1 If LHS defaults in the provision of any of the services for part of the funding and service agreement period without legal justification, LHS will repay such amount received as is estimated by Council as relating to that service.
- 8.2 If Council is notified by LHS that a performance measure may not be met, within 7 days of notification:
- (a) LHS will provide a full explanation of the circumstances and reasons for the possibility of default; and
 - (b) The parties shall meet to discuss a possible variation of the funding and service agreement, or other remedy.
- 8.3 Subject to clauses 8.1 and 8.2, if Council or LHS has any dispute or issue in connection with this funding and service agreement, it shall give written notice to the other as soon as practical in order to provide an opportunity to respond. Within 10 working days of receipt of such notice, the other party shall respond to the dispute or issue raised. Unresolved issues shall be addressed by each parties chief executive or managing trustee. Each party shall use their best endeavours to resolve the dispute of issue consistent with a partnering relationship.

9. Termination

- 9.1 In the event of a serious breach (as defined below) of this agreement by LHS, Council may terminate this agreement by notice to LHS. Before Council issues such notice, however, it shall first proceed by way of the resolution of disputes procedure set out in clause 8 above

A8

giving notice of the serious breach alleged. A serious breach of this funding and service agreement includes, but is not limited to:

- (a) Wilful breach or continued neglect of LHS's obligations under this agreement; or
- (b) LHS, or any committee member or employee in their capacity as committee member or employee of LHS, does any act which in the opinion of Council, or any Council committee or subcommittee, is likely to bring Council into disrepute; or
- (c) Liquidation, dissolution or insolvency of LHS.

9.2 In the case of termination of this agreement:

- (a) LHS shall not be entitled to any payment pursuant to clause 1; and
- (b) Council may deliver the services or arrange for their delivery, without any obligation to LHS.

10. Other

10.1 Until otherwise notified in writing by the Chief Executive of Council, Council's representative is the Council's Manager/Arts.

10.2 Nothing contained or implied in this funding and service agreement, or in the relationship between Council and LHS, shall be construed in law so as to constitute a partnership.

10.3 Council will continue to explore the option of a long term partnership with LHS as part of the strategic review.

SIGNED on the _____ day of _____ 2008

The common seal of **LOPDELL HOUSE**)
SOCIETY INCORPORATED was)
hereunto affixed in the presence of:)

Board Member

Chairperson

The common seal of **THE WAITAKERE**)
CITY COUNCIL was hereunto affixed in)
the presence of:)

Chief Executive Officer

A9

FUNDING AND SERVICE AGREEMENT BETWEEN LHS & COUNCIL – SCHEDULE 1

2008/2009

<p>COUNCIL OBJECTIVES These refer to Council's broad aims for arts and culture for the City</p>	<p>DESCRIPTION OF SERVICES These refer to LHS's contribution to Council's objectives</p>	<p>PERFORMANCE TARGETS 2008/2009 Performance targets are a measure of LHS's contribution to Council's objectives</p>
<p>1. Develop and foster the practice and appreciation of arts and cultural heritage in Waitakere City, through contemporary New Zealand art.</p>	<p>1.1 Present an annual arts programme that reflects the excellence of contemporary art in New Zealand</p>	<ul style="list-style-type: none"> • 6 main exhibitions accompanied by approximately 6 smaller exhibitions. Total annual attendance by at least 35,000 people. Attendance is recorded at the gallery: daily attendances, openings, school visits, films and events run by LHS at other venues. • Number of new visits to the gallery (by annual survey).
	<p>1.2 Profile City artists of national significance.</p>	<ul style="list-style-type: none"> • Exhibitions include profiling at least 2 City artists in significant exhibitions. Exhibitions include profiling 6 regional and national artists. • Gallery Talks. Tours and talks on current exhibitions: 10 per year. • Artists talks with every exhibition
	<p>1.3 Reflect the bi-cultural commitment of the City.</p>	<ul style="list-style-type: none"> • Ensure that Maori cultural representation is reflected in the total programme • Programme workshops or events to reflect the Matariki celebration.
	<p>1.4 Present an annual arts programme that reflects/address the cultural diversity of the City.</p>	<ul style="list-style-type: none"> • Ensure that multi-cultural representation is reflected in the total programme.
<p>2. Develop City identity and profile through arts and cultural programmes, which reflect the unique arts and cultural life of Waitakere City.</p>	<p>2.1 Encourage cultural tourism through partnerships and joint promotions.</p>	<ul style="list-style-type: none"> • Increase contact and joint ventures with tourist operators and report back on this through the annual report. • Partnership promotion with Corban Estate Arts Centre.

AIO

COUNCIL OBJECTIVES These refer to Council's broad aims for arts and culture for the City	DESCRIPTION OF SERVICES These refer to LHS's contribution to Council's objectives	PERFORMANCE TARGETS 2008/2009 Performance targets are a measure of LHS's contribution to Council's objectives
	2.2 Actively seek a range of opportunities to promote and market the exhibition and educational programme. 2.3 Actively promote Waitakere City Council's support and contribution	<ul style="list-style-type: none"> • Seek editorial coverage and listings in a range of arts media. Monitor and report on success. • Manage the display of Council's logo appropriately and prominently on all publicity. • Acknowledge at all public events Council's supporting role..
3. Provide access to the arts for a wide range of ages and cultures.	3.1 Create at least one event focussed on youth at secondary schools, alternative schooling and wharekura. 3.2 Plan the exhibition and public programme to support and promote other cultural events in the City, including the Going West Books & Writers Festival, Trash to Fashion and Matariki. 3.3 Administer an education programme of workshops, classes, forums and lectures for students, other young people and the general public.	<ul style="list-style-type: none"> • Facilitate annual exhibitions of student art. • Secure external funding to keep 'Art in the City' circulating. • Plan and liaise with organisers of significant cultural events when developing the programme and throughout the year. • Multi-level teaching units linked to each exhibition to be planned and taught throughout the year. Number attending, at least 3,000 annually. • Offer 4 Specialist studio open days per year. . • Provide 11 Childrens' club days run in conjunction with the Titirangi Markets. • Continue to investigate opportunities through LEOTC to fund education programmes.

COUNCIL OBJECTIVES These refer to Council's broad aims for arts and culture for the City	DESCRIPTION OF SERVICES These refer to LHS's contribution to Council's objectives	PERFORMANCE TARGETS 2008/2009 Performance targets are a measure of LHS's contribution to Council's objectives
	3.4 Provide an Arts Information Resource available to students and members of the public.	<ul style="list-style-type: none"> • Produce digital archives for all exhibitions and selected events, and make available to the public. • Produce at least six exhibition publications or videos subject to external funding. • Maintain and update LHS's web site on the Internet. • Maintain current approved practices for use of artists work in relation to copyright and IP. • Continue to develop a library for research purposes.
4. Support the delivery of arts and services by a range of local providers.	4.1 Act in advisory capacity to Council, assisting with the development of initiatives as mutually agreed. 4.2 Communicate with artists, gallery friends, community groups, City Councillors, art institutions, visitor and professional bodies (nationwide).	<ul style="list-style-type: none"> • Advise on and provide valuations of artworks when requested. • Provide professional advice to Council on art projects when mutually agreed upon. • Quarterly newsletter (circ. 2,000) produced and distributed • Online newsletter to be produced • Ongoing support for a team of volunteer gallery assistants in a changing and evolving role • Show an increase in the number of the 'Friends of Lopdell House Society'
5. To develop and expand Waitakere City's regional gallery – Lopdell House Gallery	5.1 Continue to plan towards an upgrade of Lopdell House Gallery to increase access and extend the potential to host touring and other nationally significant exhibitions	<ul style="list-style-type: none"> • Contribute to the development plan, in partnership with the new Lopdell House Development Trust, for the wider development of the Lopdell House Arts Precinct

• Develop and maintain the Lopdell House Gallery shop		
---	--	--

COUNCIL OBJECTIVES These refer to Council's broad aims for arts and culture for the City	DESCRIPTION OF SERVICES These refer to LHS's contribution to Council's objectives	PERFORMANCE TARGETS 2008/2009 Performance targets are a measure of LHS's contribution to Council's objectives
	5.2 Continue relationship with McCahon House Trust, with a view to supporting and sustaining an artist's residency at McCahon House. This to enhance the development of a national/international status for Lopdell House Gallery.	<ul style="list-style-type: none"> Continue to work in partnership with McCahon House Trust to maintain the artists residency programme and a public access and education programme. Support the McCahon House residency programme by curating up to 3 exhibitions annually for the chosen artists-in-residence.
	5.3 Extend the public/education programme and increase capacity in curating shows.	<ul style="list-style-type: none"> Provide 12 specific public programmes aimed at the wider public and distinct from the existing schools education programme. Art on the Beach to be delivered annually
	5.4 Maintain high standards of curatorial expertise	<ul style="list-style-type: none"> Maintain a full time curatorial position.
	5.5 Develop the Public programme capacity	<ul style="list-style-type: none"> Develop options and resources for an expanding public programme.
6. Act as an advocate for the arts, locally, regionally and nationally.	6.1 Develop and sustain strong relationships with other local, regional and national art bodies (CNZ) and take an active role at a national level within Museums Aotearoa.	<ul style="list-style-type: none"> Promote and present ideas at a national/international level through seminars, forums and conferences, as appropriate. Participate in educational and curatorial networks N.B. WAN is under review by WCCI.
7. Support the Arts Strategy for the City.	7.1 Provide professional advice to Council on arts strategy and implementation.	<ul style="list-style-type: none"> Provide support and advice on the arts strategy and implementation.

<p>COUNCIL OBJECTIVES These refer to Council's broad aims for arts and culture for the City</p>	<p>8. Maintain sound governance procedures in all aspects of LHS activities</p>	<p>DESCRIPTION OF SERVICES These refer to LHS's contribution to Council's objectives</p> <p>8.1 Follow sound governance procedures and take advice on issues as they arise.</p>	<p>PERFORMANCE TARGETS 2008/2009 Performance targets are a measure of LHS's contribution to Council's objectives</p> <ul style="list-style-type: none"> • Conduct performance reviews on key staff in accordance with Councils Human Resources recommendations. • Conduct annually an AGM in accordance with the Lopdell House Society Constitution • Use sound management procedures on a daily basis to manage LHS's objectives.
--	---	--	--

<p>COUNCIL OBJECTIVES These refer to Council's broad aims for arts and culture for the City</p>	<p>9. Fiscal Responsibility</p>	<p>DESCRIPTION OF SERVICES These refer to LHS's contribution to Council's objectives</p> <p>9.1 Maximise funding from all sources.</p>	<p>PERFORMANCE TARGETS 2007/2008 Performance targets are a measure of LHS's contribution to Council's objectives</p> <ul style="list-style-type: none"> • Meet Council's requirements for budget management and reporting. • Seek funding support from outside funding sources • Use best practice financial management practices and procedures
--	---------------------------------	---	--



Memorandum of Understanding

between

Unitec New Zealand

and

Waitakere City Council

Adopted this day of, 2008

Signed on behalf of **Waitakere City Council**:

..... Signature Signature
..... Name Name
..... Position Position

Signed on behalf of **Unitec New Zealand**:

..... Signature Signature
..... Name Name
..... Position Position

A16

MEMORANDUM OF UNDERSTANDING BETWEEN UNITEC AND WAITAKERE CITY COUNCIL

Purpose

The purpose of this document is to provide the basis for an ongoing working relationship between Unitec New Zealand (Unitec) and the Waitakere City Council (Council). It signals the importance of the relationship in achieving the shared goals of both the Council and Unitec of providing residents, businesses and the wider community of Waitakere City with improved access to relevant, quality tertiary education programmes and services. It also outlines the roles of both parties and provides a framework for continued co-operation in achieving shared objectives.

BACKGROUND

In 2001, the Council sought expressions of interest from existing public tertiary education providers to partner with the Council and to establish a physical presence in the City. This was part of the Council's commitment to being an eco-city with a strong focus on life-long learning and working to achieve better social, cultural, economic and environmental outcomes for residents of the City.

The Council already had significant historical links with Unitec's existing Mt Albert Campus being the closest tertiary institution to the city. Unitec was also committed to improving its local regional engagement with a particular focus on how it could further contribute to the economic, social and cultural transformation of the region. It was on this basis that the more formal Memorandum of Understanding between Council and Unitec was established.

In 2001, Unitec at Waitakere was established, initially as a small subsidiary campus in the former State Insurance Building in Ratanui St, Henderson. In 2002, Unitec and Waitakere City Council signed a Memorandum of Understanding focussing on:

- Establishing points of common interest, and ways of working together
- Developing a better understanding of each other's roles and responsibilities
- Establishing a formal working relationship between Unitec and the Council
- Establishing processes for:
 - collecting and exchanging information on community needs and aspirations
 - collaborating on joint developments in the Henderson CBD and elsewhere
 - resolving potential differences

Following the signing of the Memorandum of Understanding, Unitec and the Council began work on the establishment of a significant Unitec Campus presence in the CBD of Henderson. This work was overseen by a joint management group with the following significant outcomes:

- the completion of a Waitakere City tertiary needs analysis
- Unitec purchase of land and buildings in Ratanui St, Henderson
- Unitec design and build (fit for purpose) of a new 5 level teaching block
- joint design and build (fit for purpose) of an integrated public and academic library facility
- joint design and build of a parking facility

APPENDIX ONE

The new facility was opened in January 2006 with Unitec's investment being approximately \$27 million and Council's investment of \$11 million, including the new Library and parking building. Unitec has invested a further \$5m in the purchase of land in Trading Place and 3 levels at 5 Ratanui St. With Unitec playing a role as both an employer and a provider of services in the community, staff and student expenditure has and will continue to have a direct impact on income and employment in the city.

Other joint initiatives to date have included:

- a collaborative feasibility study into the establishment of a multi-partner Corban's Creative Quarter located at the Corban's Estate
- professional development programmes for Waitakere City Council staff (Leadership Development and Treaty of Waitangi Responsiveness)
- initial scoping of a joint professional development programme on sustainability issues
- reciprocal engagement in organisational strategic planning
- engagement in economic development planning (Waitakere Enterprise and Maori Economic Development Strategy)
- collaborative engagement with the Waitakere Education Sector Trust towards the development of a Waitakere Education and Learning Plan
- sharing learning commons
- engagement in Council community events.

By 2008, the relationship between Unitec and the Council had matured to a point that it warranted a renewed commitment and a revised set of objectives¹. It was also timely in terms of both parties' growing concern with the significant educational disadvantage that existed in the City. Unitec had also revised its strategic priorities to grow with a purpose, and to provide opportunities for lifelong learning in Waitakere which would enable graduates to find local employment and remain in their community.

The revision is also timely in terms of current tertiary education reform which sees a shift in emphasis from individual student demand to meeting demonstrated stakeholder need. It is also focused on collaboration and regional community engagement. Unitec now has responsibility to lead Regional Facilitation in Waitakere on behalf of the Tertiary Education Commission and all tertiary education stakeholders (local government, central government agencies, employers, industry, professions, schools, other tertiary providers and community groups). Regional Facilitation aims to develop a shared stakeholder understanding of tertiary education need resulting in provision being more closely aligned to that need.

The Council is committed to education and skills development as a critical component of its desire to develop Waitakere into a thriving and prosperous community. The Council acknowledges Unitec as the City's partner tertiary education provider. Unitec acknowledges that this partnership involves collaboration and ensuring that the City's wider tertiary education needs are met. This involves developing a shared understanding of the City's needs and Unitec making a leadership contribution in the network of provision (i.e. Private Training Establishments, Wananga and Universities).

For Waitakere, Unitec is committed to:

¹ Nothing in this Memorandum of Understanding is intended to constitute a relationship between the Council and Unitec in the nature of a council-controlled organisation as defined in the Local Government Act 2002. While the parties have entered into this Memorandum of Understanding in good faith and with the intention of working together as provided in this memorandum, it is not a legally binding contract, and is not intended to impose legal obligations on either party.

APPENDIX ONE

- developing our people and **knowledge transfer** (through the provision of multi-level programmes, professional development, work-based learning and local graduate employment) addressing educational disadvantage, qualification and skill levels of residents and labour market skill shortages and productivity; and
- **knowledge creation** through applied research.

Both of these key areas are underpinned and informed by meaningful **community engagement** that addresses social cohesion, sustainable development and innovation.

OUTCOMES

The key outcomes that the Council and Unitec wish to achieve through this Memorandum of Understanding are:

- An increase in the participation and success of the residents of Waitakere City in tertiary education from certificate to post-graduate levels of study.
- Maximising the environmental, economic, cultural and social benefits of Unitec's presence in Waitakere City.
- Maximising the effective and efficient growth of Unitec's educational services to and through Waitakere City.
- Contributing to the development of Henderson as a vibrant and visually attractive town centre for business, education and leisure.

The Council and Unitec will achieve this through:

- The collaborative development and implementation of a Waitakere City tertiary skills and education vision and strategy.
- Collaboratively developing tertiary education facilities and services within Waitakere City in a way that reflects the emerging needs of residents, businesses and the wider community; and that provides all parties with improved access to tertiary education.
- Establishment of a framework for possible joint building or other facility development which ensures:
 - Good urban design
 - Sustainable building methodologies
 - Strengthening the business and employment opportunities within the Henderson town centre and Waitakere
 - Increased safety and attractiveness of the town centre.

Our relationship will be strengthened by:

- The formal establishment of a key account relationship for Unitec in its dealings with the Council.
- The establishment of a senior level Relationship Group to monitor progress, as detailed in Attachment One: Terms of Reference for the Council / Unitec Relationship Group.

KEY PRINCIPLES

1. The relationship between Unitec and the Council is based on mutual trust, respect and understanding.
2. The relationship is mutual and two-way, and any changes to this Memorandum of Understanding shall be discussed openly and agreed to by both parties.
3. Both parties recognise that adequate resources are necessary to achieve the objectives of the relationship and to support the processes established to conduct the relationship. To that end, each party will:
 - (a) Commit resources to support mutually agreed work programmes;
 - (b) Support specific initiatives that the parties agree on and that further the relationship, or, in the case of the Council, are of benefit to the City as a whole; with any financial resourcing for such initiatives being considered through its Annual Plan process; and
 - (c) exchange relevant information with the other party.
4. The independence of both parties is recognised, including;
 - (a) The role of the Council as a Territorial Local Authority (according to the Local Government Act 2002) and decision-maker for the community as a whole;
 - (b) The role of Unitec as a public tertiary institution constituted under the Education Act 1989, and serving the professional education and vocational training needs of the City.
5. The responsibilities of both parties are acknowledged, including:
 - (a) The Council's accountability to function as a regulatory authority in accordance with the purposes, functions, powers and duties as set out in the Local Government Act 2002, the Resource Management Act 1991 and other Acts;
 - (b) The responsibilities of Unitec under statute and Government Regulations to gain approval from the Tertiary Advisory and Monitoring Unit for any borrowing of finance for asset development or the sale of any assets owned by, or on behalf of, Unitec; and
 - (c) The parties acknowledge that in achieving the purposes of this Memorandum of Understanding, all persons acting under it will take into account the principles of the Treaty of Waitangi (Te Tiriti o Waitangi) and shall have particular regard to kaitiakitanga.
6. The autonomy of each party is protected and maintained irrespective of this Memorandum of Understanding. For that reason, the parties recognise that they may not be able to, and need not always, reach agreement on projects or programmes that have been proposed within the framework of this relationship.

KEY AREAS OF CO-OPERATION

The parties agree the following key areas of co-operation:

1. Strategic Planning
2. Information Sharing
3. Education and Training Programmes
4. Research and Development Initiatives
5. Community Engagement
6. Building and Facility Development
7. Communication

APPENDIX ONE

1. STRATEGIC PLANNING

Strategic Planning is a key tool used by the Council to achieve its objectives in relation to City form and town centre development. The parties will involve each other during any strategic planning process that involves the Henderson Town Centre and other town centres and nodes around the city. This might include discussions around land ownership decisions or student numbers and involve planning to minimise negative impacts and maximise positive outcomes.

2. INFORMATION SHARING

The constant sharing of information is an important principle in any partnering arrangement. The Council and Unitec also have a need to collect information on such matters as the number and background of students coming from within the City, in order to report against strategic performance measures.

In addition to sharing information, the parties agree to involve each other in the planning of work programmes. As an agreed minimum, each party shall commit to informing the other well in advance of their work programme commitments to optimise the chance for the parties to work together. An annual combined work programme should be prepared and treated as an appendix to this agreement.

3. Education and Training Programmes

Both parties have an interest in seeing that appropriate education and training services are made available to meet the current or potential future needs of residents, businesses and the wider community.

Opportunities may also exist for the parties to work together either to deliver education and training programmes for the Council, or to use expertise available within the Council to deliver education and training programmes for Unitec. Where such opportunities are taken up, detailed agreements will be developed in relation to each instance dealing with issues such as intellectual property and funding.

4. Research and Development

Both parties recognise that the timely availability of research and development services may be critical for the environmental, social, cultural and economic wellbeing of Waitakere City, and that Unitec may often be able either to provide or to source such services for the Council.

In particular, the Council is interested in the development and application of sustainable technologies and recognises that Unitec already has a high standing in this area.

Other opportunities for joint research exist and will be pursued. In addition, the Council may, from time to time, commission research work, and Unitec will be on the list of preferred suppliers for research proposals.

5. Community Engagement

Both parties recognise the importance of community engagement and the 'Waitakere Way' which is about people working together across sectors and communities to generate new ideas and approaches to addressing wellbeing issues and problems.

APPENDIX ONE

The Council and Unitec commit to working together to participate in community engagement initiatives.

6. Building and Facility Development

Both parties develop a common understanding of the growth, development and population requirements for the City and work collaboratively to identify key opportunities for future development sites or joint venture opportunities.

7. Communication

Any joint projects will be subject to confidentiality until such time as the nature and timing of communication to external parties has been agreed by Unitec and the Council.

ATTACHMENT ONE

Terms of Reference for the Council / Unitec Relationship Group

The Council and Unitec jointly agree to the establishment of a Council/Unitec Relationship Group of senior staff and Councillors/Council members from each institution who will meet regularly to monitor progress towards the objectives of this Memorandum of Understanding.

Membership

The members of the Relationship Group will include:

- Two Councillors from Waitakere City Council
- Two members of the Unitec Council
- The CEO of Waitakere City Council
- The CEO of Unitec
- Two Directors of Waitakere City Council (one to be the nominated Unitec Relationship Manager for the Council)
- Two Directors of Unitec (one to be the nominated Council Relationship Manager for Unitec)
- A Chair, selected from one of the organisation's elected bodies (Elected Councillors/Unitec Board members) and agreed by both Unitec and the Council

Meeting Frequency

The Relationship Group shall meet every two months, the venue to alternate between the Civic Centre and Unitec's Henderson campus. Either party may call an additional meeting if the need should arise.

Role

Periodic monitoring is needed to ensure that the parties remain on track to achieve items in the agreed work programme, and the general aims of this Memorandum of Understanding. It is agreed that the Relationship Group will monitor the progress of the implementation of the objectives of this Memorandum of Understanding in accordance with the principles outlined.

Review

The parties shall undertake a review of their relationship and the terms of this Memorandum of Understanding at intervals of not more than three years. Either party may terminate this Memorandum of Understanding by giving not less than 12 months notice to the other.

Issues Resolution

This agreement is based on the shared objectives of the parties and their willingness to work together. It is recognised that good communication is essential to avoid and address conflict. Conflict may arise in two situations:

- 1) There is a change that brings divergence to the shared objectives included in this Memorandum of Understanding.

To mitigate the potential for conflict to develop, each party agrees to contact the other if a change in the party's objectives has occurred that impacts on the shared objectives outlined. The parties acknowledge that such a change may necessitate review of the terms of the Memorandum of Understanding.

- 2) The shared objectives remain, but conflict has arisen over how to meet them.

APPENDIX ONE

In this case, the currently agreed objectives will form the foundation for resolving conflict or potential conflict. Should it be difficult for the parties to achieve resolution, they may agree to independent mediation.

WAITAKERE CITY COUNCIL AND WAITAKERE ETHNIC BOARD SHARED WORK PROGRAMME 2008 – 2009

ISSUE	ACTION	WEB	WCC	By When	Comments
STRATEGIC AND ANNUAL PLANNING	Identify priorities most relevant to the well-being of Ethnic communities Relevant reports from WCC	Executive members	Team Leader Cultural Wellbeing	31 July 2008	Request made to CEO/Representative to present to WEB Board
	WEB to feedback			Ongoing	
	Prepare submissions to Council	Executive members		Draft social strategy by September 08 Draft cultural strategy by February 09	Consult on draft strategies
	Finalise Shared Work Programme	Executive members	Team Leader Cultural Wellbeing Group Manager Social & Cultural Strategy	31 July 2008	
LEADERSHIP CAPACITY BUILDING -	Convene a workshop between Councillors and WEB Executives	President	Team Leader Cultural Wellbeing Group Manager Social & Cultural Strategy	30 September 2008	
	Organise a function between WEB, TTR and WPB	President	Team Leader Cultural Wellbeing Group Manager Social & Cultural Strategy	31 October 2008	
	Induction for new Executives and Co-opted members	President	Team Leader Cultural Wellbeing	31 July 2008	

A25

EXECUTIVES								
DEMOCRACY	Promote participation of ethnic communities in general election	Executive Committee	Democracy & Governance Manager	31 August 2008				
	Amend Constitution -Special General Meeting	President Secretary	Team Leader Cultural Wellbeing	30 October 2008				
LEADERSHIP CAPACITY BUILDING-COMMUNITY	Treaty of Waitangi Workshop Project Leadership Marae Visit	President Vice President Public Relations Officer	Team Leader Cultural Wellbeing	30 November 2008 January 2009 20 December 2008	For General Membership			
	Resource WEB Office	President Treasurer Secretary	Purchasing Officer	30 November 2008				
	Investigate possibilities for administrative support person Set up personnel procedures	President Secretary	Team Leader Cultural Wellbeing	30 November 2008				
COMMUNICATION STRATEGY	Prepare articles for Waitakere City News and other organisations' newsletters Ensure updated WEB brochure is available at Citizenship ceremonies	Public Relations Officer Public Relations Officer	Senior Public Affairs Advisor - Internal Communications Corporate Administration & Civic Functions Support	Ongoing Ongoing				
	Executive members to attend Citizenship Ceremony ceremonies	Executive members if available	Corporate Administration & Civic Functions Support	Ongoing as scheduled				

MEMBERSHIP MEETINGS AND RECRUITMENT	Plan and organize monthly members' network meetings	Community Liaison Officer Vice President Henry Anajemba		Ongoing	
	Complete Ethnic organizations database	Secretary Vice President		Ongoing	
	Develop a plan for contacting non-members, Ethnic organizations who or which group	Membership Officer Treasurer		Ongoing	
	Develop a calendar of WEB meetings	Community Liaison Officer		31 September 2008	
EVENTS	Prepare a plan to mark Race Relation Day 2009	Selvi Sreedharan	Events Manager	August 2008 Executive meeting	
	Set up a project team for RRD 2009	Treasurer Secretary Public Relations Officer Social and Cultural Officer Vice President	Events Manager Events Co-ordinator	August 2008	
AGM	Plan for the 2008 AGM	President Secretary	Team Leader Cultural Wellbeing	31 October 2008	
	Organize and publicize the AGM	Secretary Public Relations Officer Executive Committee		31 October 2008	
ADVICE & ADVOCACY	Provide comment on relevant strategies, policies and plans to local /central government			Ongoing	

A27

WAITAKERE CITY COUNCIL AND WAITAKERE ETHNIC BOARD SHARED WORK PROGRAMME 2007 – 2008

ISSUE	ACTION	WEB	WCC	BY WHEN	COMMENTS
STRATEGIC AND ANNUAL PLANNING	Identify respective partners priorities for engagement	Executive members	Monica Sharma	16 May 2007	Not done – needs to be done: high priority
	Prepare submissions to Council	Executive members	Not applicable	22 May 2007	Done - ongoing
	Finalise Shared Work Programme	Executive members	Monica Sharma	8 August 2007	Done - ongoing
	Organise a function between WEB Executive and new Council	Executive members	Monica Sharma	30 December 2007	Done
LEADERSHIP CAPACITY BUILDING - EXECUTIVES	Convene a workshop between Councillors and WEB Executives	President	Monica Sharma Tony Rea	31 March 2008	Not done – need to be clear about purpose and desired outcome
	Facilitate a workshop meeting between WEB, TTR and WPB	President	Monica Sharma Tony Rea	28 February 2008	Not done as a shared workshop between all three parties – need to be clear about purpose and desired outcome
	Induction for new Executives and Co-opted members	President	Monica Sharma	30 December 2007	Not done – scheduled for July Exec meeting
DEMOCRACY	Ongoing secretarial support for WEB Executives monthly meetings		Charlie Inggs	ongoing	Carmen continues to provide support for agenda and minutes of Executive
	Promote participation of ethnic communities in local body elections	Selvi, Sunil Chandra, Cristina Pitas, Lusi Schwenke Membership	Charlie Inggs, Monica Sharma	14 October 2007	Done
	FINALIZE CONSTITUTION - Special General Meeting	Sunil Chandra, Lusi Schwenke	Monica Sharma	30 September 2007	Done

LEADERSHIP CAPACITY BUILDING-COMMUNITY	Organize a Workshop on the Treaty of Waitangi	Membership Selvi, Sunil Chandra, Cristina Pitas, Lusi Schwenke	Monica Sharma	30 September 2007	Not done
	Investigate possibilities for office space	Lusi Schwenke, Dr Taimoori	Monica Sharma	30 November 2007	Done
	Investigate possibilities for administrative support person	Lusi Schwenke, Dr Taimoori	Monica Sharma	30 November 2007	Not done – high priority to ensure administrative tasks completed and WEB can be represented at a number of meetings
COMMUNICATION STRATEGY	Prepare articles for Waitakere City News and other organisations' newsletters	Cristina Pitas, Sunil Chandra, Selvi, Lusi Schwenke	Liz Mahoney	ongoing	Not done – needs time to be dedicated to this
	Ensure updated WEB brochure is included with Citizenship ceremony packs	Cristina Pitas, Selvi, Lusi Schwenke	Tracy Haggio	ongoing	Done - ongoing
	Executive members to attend Citizenship Citizenship ceremonies	Executive members if available	Tracy Haggio to notify WEB Executive members	Ongoing as scheduled	Done - ongoing
MEMBERSHIP MEETINGS AND RECRUITMENT	Plan and organize monthly members' network meetings	Sunil Chandra, Cristina Pitas, Selvi, Lusi Schwenke	Project Support, Strategy Unit	Ongoing	Schedule of meetings was organised last year – this needs to continue
	Complete Ethnic organizations database	Selvi, Lusi Schwenke		September 2007 Exec meeting	Not done – outstanding for a couple of years now
	Develop a plan for contacting non-members, Ethnic organizations who or which group	Selvi, Sunil Chandra, Badrudidin Shaik, Lusi Schwenke		September 2007 Executive Meeting	Not done – related to above action – reflected in a drop in organisational membership
	Develop a calendar of WEB meetings and organization visits	Selvi, Sunil Chandra, Lusi Schwenke		September 2007 Executive Meeting	Not done
EVENTS	Prepare a plan to mark Race Relation Day 2008	Sunil Chandra, Cristina Pitas, Selvi, Lusi Schwenke	Strategy & Development project support staff	August 2007 Executive meeting	Plan prepared but not implemented – needs time and expertise to be dedicated to event

				Barbara Cade & Events Co-ordinator				management - is this a high priority?
	Set up a project team for RRD 2008	Sunil Chandra, Cristina Pitas, Selvi, Tanya Suin & Lusi Schwenke	Barbara Cade & Events Co-ordinator	Barbara Cade & Events Co-ordinator	November 2007			Not activated
AGM	Prepare a plan for the 2007 AGM	Lusi Schwenke, Selvi	Monica Sharma	Monica Sharma	September 2007 Executive meeting			Done
	Organize and publicize the AGM (17 November)	Selvi, Cristina Pitas, Lusi Schwenke	Monica Sharma, Strategy & Development project support staff	Monica Sharma, Strategy & Development project support staff	October 2007 Executive meeting			Done
ADVICE & ADVOCACY	Provide comment on relevant strategies, policies and plans	Executive Committee			ongoing			Ad hoc - reports were brought to the Executive but usually no written feedback was provided

**WAITAKERE CITY COUNCIL (WCC) AND WAITAKERE PACIFIC BOARD INC (WPB)
SHARED WORK PROGRAMME 2008-09**

TASK	ACTION	WPB	WCC	BY WHEN	REVIEW COMMENTS
FUNDING	Finalise Board 2008-09 budget	Chairperson Treasurer		1 September 2008	
ADMINISTRATION	<ul style="list-style-type: none"> Provide administration support for Board meetings, Executive Committee, sector committees, AGM, special general meetings, and Pacific nation meetings on needs basis Attach all office bearer reports, Council reports and Shared Work Programme to the agenda to be provided in time to be posted out on the Friday prior to the Board meeting Conduct an Annual General Meeting for the 2006-07 period 	Secretary WPB Coordinator	Committee Secretary	Monthly and ongoing Annual meeting March 2009	
PARTNERSHIP AGREEMENT	Complete a comprehensive review on: <ul style="list-style-type: none"> Working relationship between the Board and Council Resourcing arrangement and accountability boundaries 	Chairperson Exec Com	Group Manager Social & Cultural Strategy	30 October 2008	
Leadership/ Governance	<ul style="list-style-type: none"> Convene governance training and planning workshops including Treaty of Waitangi for Board members Induction of Board 	Secretary Exec Com WPB Coordinator	NA	30 October 2008	
Governance manual	Develop and complete governance manual; including Pacific cultural and safety protocols policy and the Treaty of Waitangi	Exec Com WPB Coordinator	NA	30 September 2008	

A31

TASK	ACTION	WPB	WCC	BY WHEN	REVIEW COMMENTS
Waikare Wellbeing Collaboration Project	Participate in the review of Calls To Action and the development of the Social Strategy to ensure that Pacific needs are well catered for	Social Services Committee champion WPB Coordinator	WPB Coordinator Wellbeing Collaboration Project Manager	Ongoing	
STRATEGIC AND ANNUAL BUSINESS PLAN	Finalise shared work programme	Exec Com	Group Manager Social & Cultural Strategy	August 2008	
	Develop annual business plan	Chairperson Exec Com Sector Champs WPB Coordinator	N/A	December 2008	
	Prepare and consult on Annual Plan Submissions 2008-09 and LTCCP 2009-2019	Chairperson Exec Com Sector Champs WPB Coordinator	Group Manager Social & Cultural Strategy	October 2008	
PACIFIC PLAN	Implementation of project plan	Exec Com Sector Champs	Strategic Advisor Pacific	From August 2008	
	2nd Draft Plan		Strategic Advisor Pacific	Mid September	
	Board meeting to consider Plan		Strategic Advisor Pacific	3 September	
	Collate, process, analyse, draft and re-engage community to finalise the Plan	Exec Com Sector Champs	Strategic Advisor Pacific	Oct - Dec 2008	
	Present draft Plan to Council	Exec Com Sector Champs	Strategic Advisor Pacific	February 2009	
	Public launch of the Plan	Chairperson Exec Com Sector Champs	Group Manager Social & Cultural Strategy	March 2009	

A32

TASK	ACTION	WPB	WCC	BY WHEN	REVIEW COMMENTS
PACIFIC POLICIES	Continue to assess implications of policy initiatives for Pacific communities in Waitakere to the Board	Exec Com Sector Champs	Strategic Advisor Pacific	Ongoing	

STAKEHOLDER RELATIONSHIPS					
Te Taumata Runanga and Waitakere Ethnic Board	Convene informal meeting(s) with the TTR and WEB to develop a relationship between the parties	Chairperson WPB Coordinator	Maori Development Planner	24 December 2008	
Pacific Wardens	Clarify relationships between the Board, the Trustees and the Council	WPB Coordinator	Safe Waitakere Team Leader	31 August 2008	
New citizens	Participate in citizenship ceremonies	Exec Com	Corporate Admin & Function Support	Ongoing	
WCC Public Functions	Invite Board representatives to relevant events & functions. Board members to respond promptly to invitations	Exec Com WPB Coordinator	Group Manager : Democracy & Support Services Events & Special Projects Manager (Public Affairs) Executive Suite	Ongoing	

A33

**WAITAKERE CITY COUNCIL (WCC) AND WAITAKERE PACIFIC BOARD INC (WPB)
SHARED WORK PROGRAMME 2007-08**

TASK	ACTION	WPB	WCC	BY WHEN	REVIEW COMMENTS
FUNDING	Finalise Board 2007-08 budget	Chairperson Treasurer	Cultural Wellbeing: Team Leader	September 2007	Done
ADMINISTRATION	Develop and implement funding procedures/systems <ul style="list-style-type: none"> Provide administration support for Board meetings, Executive Committee, sector committees, AGM, special general meetings, and Pacific nation meetings on needs basis Conduct an Annual General Meeting for the 2006-07 period 	Treasurer Exec Com Secretary WPB Coordinator	WPB Coordinator	December 2007	Done - Anthony
PARTNERSHIP AGREEMENT	Engage in a comprehensive review on: <ul style="list-style-type: none"> Working relationship between the Board and Council Resourcing arrangement and accountability boundaries 	Chairperson Exec Com	Group Manager Social & Cultural Strategy	Monthly and ongoing Annual meeting December 2007 August 2008	Ongoing support from Desiree for monthly Board meetings. Support from Cheryl for sector meetings. AGM postponed to March 2009 due to delay in completing financial accounts Terms of Reference completed. Review to be completed by October 2008
Leadership/ Governance	Seek funding to convene governance training and planning workshops for Board members	Secretary Exec Com WPB Coordinator	NA	On-going	Failed funding application
Governance manual	Develop and complete governance manual; including Pacific cultural and safety protocols policy	Exec Com WPB Coordinator	NA	February 2008	Not completed due to failed funding application

A34

1 3

TASK	ACTION	WPB	WCC	BY WHEN	REVIEW COMMENTS
Waitakere Wellbeing Collaboration Project	Participate in the review of Calls To Action and the development of the Social Strategy to ensure that Pacific needs are well catered for	Social Services Committee champion WPB Coordinator	WPB Coordinator Wellbeing Collaboration Project Manager	March 2008	

A35

STRATEGIC AND ANNUAL BUSINESS PLAN	Finalise shared work programme	Exec Com	Group Manager Social & Cultural Strategy	September 2007	Done
	Review and enhance 3 year strategic plan for the WPB organisation	Exec Com Sector Champs MPIA/PBT WPB_Coordinator		November 2007	
	Develop annual business plan	Chairperson Exec Com Sector Champs WPB_Coordinator		December 2007	
	Prepare and consult on Annual Plan Submissions 2008-09	Chairperson Exec Com Sector Champs WPB_Coordinator		October 2007	Completed, however not consulted on widely
PASIFIKA PLAN	Re-start the 3 parties development process	Exec Com	Senior Analyst-Pacific Peoples Policy	October 2007	Recommended May 2008
	Complete project plan, including a community engagement plan and an organisational stock take by each of the 3 parties	Exec Com Sector Champs	Senior Analyst-Pacific Peoples Policy	November 2007	Done
	Implementation of project plan	Exec Com Sector Champs	Senior Analyst-Pacific Peoples Policy	From December 2007	Delayed due to resignation of Senior Analyst Pacific Peoples Policy
	Collate, process, analyse, draft and re-engage community to finalise the Plan	Exec Com Sector Champs	Senior Analyst-Pacific Peoples Policy	June 2008	Delayed
	Present draft Plan to Council	Exec Com Sector Champs	Senior Analyst-Pacific Peoples Policy	August 2008	Delayed
	Public launch of the Plan	Chairperson	Group Manager	October	Delayed

A36

		Exec Com Sector Champs	Social & Cultural Strategy	2008	
--	--	---------------------------	-------------------------------	------	--

A37

PACIFIC POLICIES	Continue to assess implications of policy initiatives for Pacific communities in Waitakere to the Board.	Exec Com Sector Champs	Senior Analyst-Pacific Peoples Policy	Ongoing
-------------------------	--	------------------------	---------------------------------------	---------

SECTOR PLANS					
Economic Transformation Plan	Action strategies contained in the plan, that include gathering input from the communities	Eco Dev Com Exec Com	Senior Analyst-Pacific Peoples Policy	Consultation by February 2008 Implementation thereafter	Not completed
Law and order/Justice Plan for Pacific Peoples	<ul style="list-style-type: none"> Finalise plan that include gathering community input Implement the agreed strategies 	Police/Justice sector committee Exec Com	Safe Waitakere Team Leader	February 2008 and ongoing	Not completed
Other sectors	Develop strategies within the specifications of the Pasifika Plan	Sector champs Exec Com WPB Coordinator	Relevant Council staff as negotiated	June 2008	Not completed due to delay in Pacific Plan

STAKEHOLDER RELATIONSHIPS					
Pacific arts and cultural centre development	Dialogue with Waitakere Pacific Arts and Cultural Trust, Pacifica Mamas' Arts and Cultural Trust	Chairpersons of WPB, PMACT & WPACT Exec Com	NA	October 2007	
Pacific arts & cultural centre development	Clarify the Board's involvement in the Corbans Estate development.	Chairperson with Chairperson of WPACT	Manager: Arts	October 2008	
Treaty of Waitangi celebrations	Participation in the Treaty of Waitangi celebrations, plus active participation in the 2008 celebration	Chairperson Board WPB Coordinator	Maori Development Planner	February 2008	

A38

Te Taumata Runanga	Organise and convene a hui to cement working relationship with TIR	Chairperson WPB Coordinator	Maori Development Planner	One hui by June 2008, and annually thereafter	Not completed
Youth/Pacific Island Wardens	Finalise and implement governance and management as a joint venture with the Waitakere NZ Police Prepare accountability report on funding	Youth and Justice Champions Exec Com Fagaesea Siaki WPB Coordinator	Youth Council Coordinator Safe Waitakere Team Leader	October 2007 and ongoing	Delayed
Waitakere Ethnic Board	Organise and convene a workshop on working relationship with WEB	Board	WPB Coordinator Team Leader: Cultural Wellbeing	One by Feb 2008 and annually thereafter	Not completed
Government agencies	Consolidate regular working relationship with Ministry of Pacific Island Affairs, Pacific Business Trust and other relevant government agencies, to assist with the work of the Board	Exec Com WPB Coordinator	Senior Analyst-Pacific Peoples Policy	Ongoing	
Ranui Action Project	Active participation	Treasurer Exec Com WPB Coordinator	Group Manager: Social and Cultural Strategy	Ongoing	
New citizens	Participate in citizenship ceremonies	Exec Com	Corporate Admin & Function Support	Ongoing	
WCC Public Functions	Invite Board representatives to relevant events & functions. Board members to respond promptly to invitations	Exec Com WPB Coordinator	Group Manager: Democracy & Support Services Events & Special Projects Manager	Ongoing	

A39