Thriving Communities

Ngā Hapori Momoho

Community and social development action plan | April 2014

Auckland Council
Te Kaunihera o Tāmaki Makaurau

Front cover: **"Our Town" by the Mahurangi Kindergarten**

Accessible formats

This action plan and the summary are available in large-print format and a screen reader-friendly Word version.

The summary is also available in easy-read, te reo Māori, Samoan, Tongan, simplified Chinese, Korean and New Zealand Sign Language video.

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Hoki mai...

Hoki mai te mauri

Hoki mai te akiaki

Kia tupurearea

Kia tupumatomato

Kia tupu hapori momoho e!

Return

The life force

Let it be dynamic

Let it blossom

Let it flourish

To grow thriving communities!

He karakia whakahoki mai i te mauri ki ngā hapori

An invocation for the return of the life force to communities

Contents

Foreword

He aha te mea nui o te ao? He tangata! He tangata! He tangata!

Many of us have heard this famous proverb: "What is the most important thing in the world? It is people! It is people! It is people!"

People are at the heart of the Auckland Plan – connected, resilient and inclusive communities underpin Auckland's vision of becoming the world's most liveable city. With people at the heart of the Auckland Plan, community development must be at the heart of Auckland Council.

Council is only one contributor in the shared endeavour of building thriving communities, but it has an important part to play. Council has powerful levers for change; its sphere of influence and responsibility is wide-ranging and it has a considerable asset in its 8,000-strong workforce. By mobilising all parts of the organisation to work in community-centric ways, council's ability to support community-led development and achieve better social outcomes will be significantly increased.

We sincerely thank everyone who has helped council develop the Thriving Communities Action Plan Ngā Hapori Momoho and particularly the many voluntary and community groups that organised community-led events. Your feedback has directly influenced this action plan. You told us what council's strengths are, and now we will build on them. You also told us where council needs to make changes and remove barriers, and that you want your council to work in a holistic way that mirrors how communities function. We will take action to make this happen.

Thriving Communities outlines council's commitments to becoming an agile, responsive and flexible partner to communities. We look forward to working with you all to achieve this.

Nō reira, tēnā koutou katoa.

Councillor Penny Hulse, Deputy Mayor & **Mayor Len Brown**

What are 'thriving communities'?

There is no universal definition of a 'thriving community', so how do you know when you meet one?

We care about and want to participate in our democracy

Our community cultivates optimism, self-esteem, feelings of competence and engagement

I trust other people

I feel my life has meaning and purpose

Our community is resilient in the face of social, economic and environmental shocks

We value and support tautua,[1] mahi aroha[2] and volunteering

We are committed to social justice and improving the quality of life for everyone

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[1] Giving of one's self in service to the community
[2] Work performed out of love, sympathy or caring or a sense of duty for maintaining culture, traditions and kinship ties

Here's what you told us….

We have safe, healthy and happy environments for people of all ages

People want to give back to their community

We leave no-one behind

Our society is inclusive and equitable

Our community helps itself in innovative and creative ways

I feel like I belong

Our community is greater than the sum of its parts

I have supportive networks I can rely on which help me to overcome stress and bounce back after disappointment

"Walking School Bus", stitched using appliqué and quilting, by Jo Dixey

Why an action plan on community and social development?

Two significant events have happened to Auckland's local government in the last four years: eight councils were amalgamated into a single Auckland Council and we have adopted a 30-year strategic plan for the region – the Auckland Plan.

Local government in Auckland has a long history of community development. The former councils each had different community and social development models, reflecting the diversity of Auckland's communities and governance. While it is clear that a 'one-size-fits-all' approach is neither wanted nor appropriate, there is a need to ensure a common agenda across the region now that we are one council. It is also important that our approach supports and enables Auckland's unique shared governance model between the 21 local boards (local decision-makers) and the governing body (regional decision-makers). In addition, our activities must add value to what communities, central government,[3] iwi and others are doing. We must be clear about our contribution and how we can make the most difference with the resources and 'levers' we have.

The Auckland Plan has set some ambitious goals, and it is clear that a 'business as usual' approach will not enable us to meet present, let alone future, challenges. Everything council does must drive forward the Auckland Plan. Thriving Communities focuses on three of the Auckland Plan's directives that are particularly relevant to community and social development.

Auckland Plan directives

1.10: Support community-led development and work with communities to develop leadership, skills and capacity

Community-led development is both an outcome and a way of doing things. It is one way of achieving Auckland's vision of creating the world's most liveable city and the Auckland Plan states that all sectors must align their work to support communities. Council's role is to create conditions that enable community-led development to flourish

1.11: Promote inclusion, reduce discrimination and remove barriers to opportunity and participation, particularly for disadvantaged groups

We have an important role to play in promoting equity and fairness, which is crucial for improving the well-being of all Aucklanders. One of our strengths is that we have strategic tools and levers to achieve positive change on a large scale

2.5: Prioritise facilitation of Māori outcomes through a comprehensive and coordinated development programme

We have obligations to Māori, arising from Te Tiriti o Waitangi/The Treaty of Waitangi and other legal requirements, which go beyond our role relative to other sectors of the community. An important tool for enabling council to meet our obligations is our Māori Responsiveness Framework. It states that council will: foster positive and productive relationships between ourselves and Māori; develop the ability of our staff to respond more effectively to Māori; and contribute to Māori well-being and positive community development outcomes

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[3] Such as the Department of Internal Affairs, Ministry of Social Development, district health boards, Ministry of Health, Settlement Unit, schools etc.

Who is it for?

This action plan is about and for Auckland Council. It focuses on what we will do and the changes we will make across the organisation so we can better support community-led development and social change.

"Great cities are built on healthy, vibrant, connected communities and we are encouraged by the council's commitment to develop a strategic action plan that strengthens, supports and honours the diverse communities that comprise Auckland."

Community feedback

How have we developed it?

We started this process by looking at all of the local board plans and going through and understanding everything that communities had told us about community development and social issues in previous Auckland Plan, Long-term Plan and other consultations. All of this valuable information was used to develop the Discussion Document. We then asked communities, local boards, the governing body, staff and central government to help us identify: our strengths; where we need to improve; and how we could make the most difference for communities on the issues they had identified with the tools, levers and resources we have.

Communities interact with a wide-range of council staff and systems and our actions can have profound impacts on community development and social change. Therefore, it was crucial that communities had opportunities to work with us to develop the action plan. Most of the engagement for this action plan was led by voluntary and community groups, and we are very grateful for their support. Over 1,100 people attended workshops and we received almost 400 written and survey responses to the Discussion Document. The feedback has directly shaped Thriving Communities; for example, the principles have come directly from communities themselves.

To be effective, Thriving Communities needs to be a 'living' and emergent strategy that is responsive and agile to change. We will review it on an annual basis.

How does it fit with council's other plans?

Ultimately, this action plan is about people's happiness, well-being and connectedness with each other, so it has a particular role to play in contributing to council's strategic planning framework for creating the world's most liveable city.

Thriving Communities is one of council's core strategies to implement the Auckland Plan – our high level strategic plan. It provides the further detail and action that sits underneath this. Thriving Communities is not a stand-alone document and must influence, support and align with council's other plans if we are going to embed community-centric mind-sets throughout the organisation.

MAYOR'S VISION
To create the world's most liveable city.

AUCKLAND PLAN

Implementing the Auckland Plan locally
LOCAL BOARD PLANS

LOCAL BOARD AGREEMENTS
Annual budgets of 21 Local Boards

UNITARY PLAN
The rule book to implement the Auckland Plan

PLACE-BASED PLANS
Plans for geographical areas, e.g. Local Area Plans

CORE STRATEGIES
To help implement the Auckland Plan, including Thriving Communities

LONG TERM PLAN
10-year plan and budget

IMPLEMENTATION
Includes plans, policies, procedures, projects, activities and frameworks to deliver the strategic framework. Includes the Māori Responsiveness Framework and portfolio, organisational transformation projects, etc.

THRIVING COMMUNITIES

Principles

Principles are important because they are the beliefs, ideas and values that guide decisions and actions.

We already have the Auckland Plan principles to ensure we make balanced, transparent, sustainable and consistent decisions. We now also have seven further principles – directly developed by communities – that are specific to community and social development. These principles set out our intentions and will guide our decision-making. They are a check-list to evaluate and measure our decisions and actions against. They will also inform what we expect from others, such as projects we support or collaborations we are part of. For example, we will expect funded groups to act in ways which are consistent with our Inclusion & Diversity and Social Equity principles.

Communities told us that, although aspirational, these principles encompass the values and beliefs that are necessary for, and critical to, community-led development and social change. They are also consistent with: council's values and the Māori Responsiveness Framework; the Auckland Community Development Charter;[5] feedback from the Mayor's Community-led Development Think Tank; and Kia Tūtahi, the relationship accord between central government and the voluntary and community sector.[6]

Auckland Plan principles
- Work together
- Be sustainable
- Make the best use of every dollar spent
- Value te Ao Māori
- Act fairly
- Be affordable

Auckland Council values
- Teamwork
- Accountability
- Service
- Innovation
- Respect
- Pride

Kia Tūtahi relationship accord
- Respect Te Tiriti o Waitangi
- Collective responsibility to hear and respond to all voices
- Act in good faith
- Trust and mutual respect

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[5] Auckland Community Development Alliance (2010) *Auckland Community Development Charter*. Auckland, ACDA. Available from:
http://www.acda.org.nz/sites/acda.org.nz/files/Charter%20Dec%2010.pdf
[6] Office of the Community and Voluntary Sector (2011) *Kia tūtahi*. Wellington, OCVS. Available from:
http://www.ocvs.govt.nz/work-programme/relationship-agreement/relationship-agreement-development.html

Thriving Communities principle	What does it look like in practise?
Inclusion & diversity Auckland is the most diverse city in New Zealand. Our population demographics will continue to change. Successful societies are inclusive – they see the diversity of their citizens as a strength and an asset	• Taking proactive steps to ensure all Aucklanders, particularly those most in need, benefit from our activities • Being flexible and responding creatively to the diverse needs and aspirations of different communities across Auckland • Removing barriers to activities, services, infrastructure, processes and information • Making it easier for communities to engage with us, especially those who tend to engage least
Social equity A fair and just society is one where everyone has access to enough resources to participate fully in their community and has the chance to flourish. This principle recognises that some people and groups require different levels of support in order to achieve good outcomes	• Developing a good knowledge of the socio-demographic characteristics of neighbourhoods and communities, including their strengths, challenges and the resources available to them • Prioritising resources and activities to increase opportunity and participation, particularly those most in need • Understanding the social well-being implications of our activities and taking action to mitigate or optimise these • Always looking for opportunities to maximise our social impact
Relationships & trust Relationships are key to effective collaborations. Trust is necessary for cooperation and our social and economic prosperity depends on it. We work will with communities in ways that foster enduring, high-trust relationships	• Working together with communities to find the best ways to create opportunities and transformational change • Demonstrating high levels of trust in the abilities, networks, creativity, knowledge and expertise of communities • Acting in good faith • Being an effective advocate to central government and others on what matters to our communities • Being accountable to our communities • Using our activities and resources to connect Aucklanders with each other to have fun together and build relationships and social capital
Sustainability With our communities and others, we will create the conditions for integrated social, environmental, cultural and economic systems that build strong, self-reliant and resilient people and communities	• Taking a long-term perspective in our decisions and actions • Working with communities to enable them to better access resources and produce their own resources • Working in holistic integrated ways to enhance opportunities and reduce barriers • Encouraging and supporting communities to adapt and respond creatively to change, ensuring they understand the issues and are part of the solution

Thriving Communities principle	What does it look like in practise?
Self-determination & resourcefulness We are committed to a community-led, ground-up approach to community development that focuses on building on the strengths and assets of communities	• Actively supporting communities to build their capacity and capability to develop collective leadership and make positive changes for their communities • Nurturing local solutions and ideas and supporting communities to do things for themselves • Taking all possible opportunities to ensure decision-making is made as close as possible to the people who are affected
Solution-focused We will be a learning organisation with a 'can-do' attitude in working with communities. This requires us to empower our staff and build the internal capacity and capability of our teams	• Using a wide range of creative tools to enable resident- and community-led action • Sharing our learnings with communities and others • Making sure that local board leadership is integral to our placemaking and community-building activities • Being innovative and creative and willing to take risks
He kaunihera aumangea he hapori aumangea We will be a determined advocate and supporter of building strong and resilient Māori communities	• Enabling effective Māori participation in our democratic structures and decision-making • Ensuring our activities and community infrastructure actively contribute to Māori well-being and building strong Māori communities • Valuing and including te Ao Māori in everything we do. This includes: te reo (language); mātauranga (understanding, knowledge and expertise); tikanga (procedures, customs and practices); kawa (protocols); and whānau ora (ways of working that support well-being and empowerment of Māori families and communities) • Developing the ability of our staff and organisation to respond more effectively to Māori so we can give effect to our commitments under Te Tiriti o Waitangi/The Treaty of Waitangi and to our broader legal obligations to Māori • Implementing co-governance, co-production and co-management with mana whenua[7] and mataawaka[8] organisations

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[7] Iwi (tribes) and hapū (sub-tribes) with ancestral ties and customary authority in the Tāmaki Makaurau rohe (Auckland area)
[8] Māori citizens, customers and ratepayers, including those whose iwi affiliations and customary authorities are outside of Tāmaki Makaurau

Focus areas

Taking action is what will turn our intentions and aspirations into reality, and bring the principles to life.

We believe that focusing on a few things and doing them really well is the most effective strategy for achieving the change we want. Based on community feedback, we have identified six areas as priorities.

Focus areas

Facilitate grassroots action
Strengthen support to the voluntary and community sector
Enable social innovation and social enterprise
Maximise positive socio-economic impacts
Work in a holistic and integrated way
Support staff to be community-centric

The first five areas have a primarily external focus, i.e. they are the actions that will directly impact on communities. The final, sixth area is mainly internally focused – it describes how we will support the development of our staff, across the organisation, to gain the skills and mind-sets needed to work in community-centric ways.

Our focus on a few areas does not mean we will stop providing the wide range of current activities that are not described here. Thriving Communities does not, and should not, attempt to control and direct the hundreds of relevant activities across council. Instead, its aim is to encourage, support and enable decision-making and practices that are integrated, responsive, agile and tailored to Auckland's diverse communities and which put community empowerment and people's well-being 'front and centre'.

Facilitate grassroots action

We need to ensure we have a wide range of approaches in how we work with communities, and that we share learnings and experiences across the organisation.

Community feedback on community-led development was overwhelmingly supportive, and it is a priority in this action plan.

The Auckland Plan describes 'community development' as being led by communities themselves, whether the community is place-based (residents in a local area), population-based or a community of interest. Communities told us that "a bottom-up community empowerment approach ensures that frameworks for positive change are resilient and enduring".[9] Our role, therefore, is to enable, facilitate and provide every opportunity for communities to drive and 'own' their development.[10]

Community development approaches – some examples

The '**five ways to well-being**' are based on global evidence about supporting people's well-being.[10] The five ways are: take notice; connect; give; be active; and keep learning. They provide a clear way of working collectively to improve well-being in Auckland. In partnership with the Mental Health Foundation and others, we will test the use of the five ways in making a difference to Auckland's social outcomes.

The **whānau ora** approach improves well-being in an inclusive, holistic and sustainable way. It focuses on building the capacity and capability of the whānau; empowering whānau as a whole rather than focusing separately on individual family members and their challenges. Good community development practice uplifts a whole community, rather than simply the well-being of a single individual.

Taking a **strengths-based approach** – focusing on what communities can do can rather than problems or needs – significantly changes the way communities see themselves and how others see them. It unlocks the many assets and resources that communities can mobilise in order to improve their own lives, neighbourhoods, etc. The expertise of council staff joined with community expertise and 'gifts' is a great combination.

Participatory democracy strives to create opportunities for all members of a population to make meaningful contributions to decision-making (especially on things that directly affect them) and seeks to broaden the range of people who have access to such opportunities. It is often 'deliberative', which means that people engage with each other to come up with solutions or decisions together, rather than merely giving people a one-off individual vote. Participatory budgeting and community-led planning are examples of participatory democracy.

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[9] Discussion Document feedback
[10] See http://neweconomics.org/projects/five-ways-well-being for more information

Action 1: Facilitate and enable resident- and community-led development

Our staff (across many different departments) and the Community Coordinators[11] work closely with groups (such as residents, voluntary and community groups, etc.) to build their capacity and capability to carry out community activities. This is an important role which we will build on.

Communities have told us that not knowing who in council to speak to, or being passed from 'pillar-to-post', was a major barrier. Having a consistent point of contact (within council) who helps people 'join the dots' is vital. Local boards and staff, such as the Community Facilitators,[12] have a key role in linking and connecting residents and voluntary and community groups to the relevant parts of council and vice versa.

We must also address council barriers that inhibit resident- and community-led development (for example traffic management plans). These can be attitudinal, legal, regulatory or systems barriers, and may include concerns about risk (financial, reputational, health and safety, etc.).

We will:
- Provide capacity and capability building to support resident- and community-led initiatives, particularly at neighbourhood level
- Enable youth-led development
- Improve resident and community access to the right parts of council that are related to their initiatives
- Address barriers to resident- and community-led development

Action 2: Support community-led placemaking

Community-led placemaking and planning "puts communities in the driving seat in deciding how to improve their neighbourhoods. Communities take charge of developing a vision for their neighbourhood and partnering with local government to make it happen".[13] Successful community-led placemaking is inclusive of the whole community. It can also help preserve a local area's heritage and identity. We particularly need to develop creative ways of engaging children from all backgrounds in having a say in what they would like their local areas to look like, such as co-designing play and other spaces. We also recognise that some communities have more capacity and capability to undertake community-led planning than others. Ensuring appropriate and adequate support for these communities to drive their own development is crucial.

There are already some examples of community-led placemaking and planning and we are committed to enabling more to happen. A Community-led Placemaking Champions Group has been established by the Chief Planning Officer and local board chairs to promote community-led placemaking and planning across council.

We will:
- Develop plans to take the Community-led Placemaking Champions Group work streams forward
- Work through the internal placemaking and local board transformation projects and local economic development action plans to promote community-led placemaking
- Develop tools such as children's, young people's, and women's safety audits

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[11] Community Coordinators are employed by NGOs, funded by council (rather than employees of council). This is the model used in some parts of the north of Auckland
[12] Council's Community Development and Safety team

[13] Flaxroots Village Planning Auckland (no date) *Village planning*. Auckland, North Shore Community and Social Services

❝Believe in us. There is a mind-shift required from council to accepting that local people know about their place, and are interested in being involved. Apathy and dependence are learned behaviours and can be unlearned, especially when people can see that it is worthwhile participating. Council can facilitate participation by providing resources and expertise when people require it without loads of red tape to put people off.❞

Community feedback

Action 3: Enable match funding

Matching, dollar-for-dollar, any resources which a community can organise towards a project (including volunteered labour and other in-kind support) can be an effective way of enabling community building. Many match funds allow applications for any project of a community's choosing to encourage community initiative.

We will:
- Support local boards and council teams to implement match funding schemes
- Develop a quick and easy formula for groups to calculate the value of their volunteer labour

Action 4: Ensure our community facilities are fit-for-purpose

Social infrastructure (community centres, parks, libraries, etc.) is "related to social connection and interaction, and it is universally regarded as essential to a well-functioning society and economy".[14] For this reason, it is crucial that the Thriving Communities principles are applied in decision-making about our facilities, including the disposal of assets and operational funding. Applying these will help to ensure that we have the right social infrastructure to cater for growth and demographic change in the future and avoid 'false economies'. Whenever possible we must resist the net loss of our facilities and services.

Critically, we must move away from a primarily asset management approach. Our community facilities can only contribute to social connection, interaction, community well-being etc. if they are 'activated', i.e. provide open, inviting and 'buzzing' atmospheres with multiple activities taking place. Having staffed facilities greatly enables this. Otherwise, our community facilities are merely 'bricks and mortar'.

Our community facilities must be inclusive of all communities and promote social cohesion, such as inter-generational connections. They need to be safe and welcoming of all, such as rainbow communities.

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[14] Reid, A. (2012) The provision of social infrastructure in Auckland. In Auckland Council *Business and Economy in Auckland*. Auckland, Auckland Council, p.26. Available from: http://www.aucklandcouncil.govt.nz/EN/planspoliciesprojects/reports/technicalpublications/Documents/businessandeconomyinauckland2012.pdf

We know that our facilities are under-utilised by some communities, for example:

- Pasefika communities have told us that our facilities are not big enough for their community activities.
- Persons with disabilities said that very few of our facilities enable easy access with dignity because standards in the Building Code are sub-optimal.
- Migrant communities have told us that finding suitable, child-friendly space with appropriate and adequate play facilities to run weekend language schools was a major issue.

A survey conducted by the Immanuel Centre with 300 residents found that, amongst other things, most people did not know about the wide range of facilities we have for the community. Many activities that residents and voluntary and community groups would like to undertake are not easily enabled by our infrastructure (e.g. food-based social enterprise because of the lack of bookable commercial kitchen space in our community centres).

We will:
- Research the use of community facilities, including who is not using facilities and why
- Conduct research on social cohesion and the role of facilities
- Identify different models for community governance of council facilities
- Identify crucial design elements for maximising accessibility
- Develop a principles-based decision-making framework for new facilities/major upgrades
- Assess opportunities in our current facilities (i.e. retrofitting) and future facilities for:
  o Integrated multi-purpose use

  o Community-led design or co-production with local communities. This will enhance community 'ownership'
  o Bookable, accessible and affordable commercial kitchen space in appropriate buildings (e.g. community centres and halls)
  o 'Raising the bar' for disability access from mere compliance with the Building Code to best practice in universal design
  o Social, economic, environmental and cultural outcomes as described in the Procurement Strategy
  o Co-designing facilities with children and young people
  o Improving activation to maximise facilities, including through community governance models and asset transfers

Action 5: Showcase Auckland's resident- and community-led initiatives

We are committed to raising the profile of resident- and community-led projects within our organisation and externally. Profile raising is a good way of acknowledging the invaluable contributions of community-led activities and provides learning opportunities for our staff and others. In May 2013 we held a successful 'Thriving Neighbourhoods' event to promote resident and community-led development and showcase communities' exemplar projects.

We will:
- Continue showcasing communities' exemplar projects through celebratory events and publications
- Highlight community initiatives in our internal and external communications
- Work with others to identify effective ways of promoting resident- and community-led action

Strengthen support to the voluntary and community sector

The voluntary and community sector includes: small and informal community groups to large and structured NGOs; social service providers to campaigning groups; and social enterprises, iwi and mataawaka organisations. They are subject-matter experts on many issues and we rely heavily on their feedback when developing policies and plans.

New Zealand has more than 97,000 not-for-profit organisations with over 105,000 paid employees. However, only 10 per cent employ paid staff (the other 90% rely entirely on volunteers). The sector contains more than 1.2 million volunteers who give more than 270 million hours of unpaid labour. Not-for-profit organisations contribute 2.6% to gross domestic product (GDP), which increases to $6.95 billion (or 4.9% of GDP – similar to the contribution of the entire construction industry) when the contribution of volunteer labour is taken into account.[15]

The voluntary and community sector is an important partner to council and central government, and is crucial to progressing community and social development. Our role in supporting the voluntary and community sector is significantly less than that of central government in areas such as funding. However, the sector has told us that it values our support and the relationships it has with council.

Action 6: Provide capacity- and capability-building support

Capacity and capability within the sector is an ongoing issue. This includes areas such as governance, finance, HR and other infrastructure issues essential to effectiveness and sustainability. Voluntary and community organisations have said that it would be helpful if council could share learning and development opportunities, and consider reciprocal secondments to build each other's capacity and capability.

Voluntary and community groups, including iwi and mataawaka organisations, have told us that they experience barriers to sustainability that council could address, for example issues regarding reserves and the costs of resource consents.

We will:
- Continue to provide support that helps build the sector's capacity and capability
- Work with the sector, central government and philanthropic trusts to identify and address gaps in provision of capacity and capability support
- Offer voluntary and community organisations access to our learning and development opportunities as appropriate
- Promote reciprocal secondments between council and the sector
- Identify and address council barriers to the sector's sustainability

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[15] Office for the Voluntary and Community Sector (no date) *Facts about the subsectors of the community sector*. [Online] Available from http://www.ocvs.govt.nz/work-programme/building-knowledge/subsector-facts.html [Accessed 1st May 2013]

Action 7: Investigate asset transfers and other options for communities

Asset transfer is the shift in management and/or ownership of assets, usually land or buildings, from public bodies to communities (community groups, NGOs, social enterprises, etc). It is a tried-and-tested approach in the United Kingdom (where more than 1,000 assets have been transferred) and research has found that "Asset transfer empowers citizens and communities by enabling them to positively influence the development of resources and services in their area."[16] It can be an effective way of:

- Providing communities with security and a means of generating income (e.g. through social enterprise and using the asset to obtain investment)
- Improving activation, flexibility and responsiveness of community facilities, and therefore access and outcomes for communities
- Securing long-term savings for councils.

However, asset transfers require a high-trust relationship between the council and the community to work successfully. Critically, the community group or NGO must have the capacity and capability to maintain the asset. In the event of an asset transfer, council may need to support the group to develop an asset management plan.

We will investigate asset transfers to voluntary and community groups and social enterprises and options for community management and governance

Action 8: Improve our funding processes

Voluntary and community groups and local boards have told us that there is considerable room for improvement in our funding systems and processes. The amalgamation of over 50 different funding schemes, whilst ensuring stability and continuity for voluntary and community groups, has been challenging. Issues are being addressed and resolved and policy and implementation work is ongoing.

In particular, there were deep concerns that our application and accountability expectations for small grants are disproportionate to the amount of money sought, and that this is a barrier to access. As grants increase in value, it is reasonable to expect that the application and accountability requirements will be greater. However, the issue of proportionality must still apply and we should not implement requirements that are over and above what we would expect from the private sector and consultant suppliers we purchase from.

Groups also told us that funding on an annual basis for longer-term projects and services makes planning extremely difficult. In these cases, funding should be consistent with the conditions for longer-term projects and services procured from the private sector, as described in the Procurement Policy, which are usually a minimum of three years.

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[16] Pratchett, Prof. L., Durose, Dr C., Lowndes, Prof. V., Smith, Prof. G., Stoker, Prof. G. & Wales, Dr C. (2009) *Empowering communities to influence local decision making. Evidence-based lessons for policy makers and practitioners*. London, Department for Communities and Local Government. Available from: http://www.southampton.ac.uk/C2G2/Funded%20research/empoweringcommunities.html

There are inequities in community development resourcing across Auckland, as a result of the different approaches and levels of investment by former councils, which must be addressed. A financial investigation is being undertaken which will inform the Local Board Funding Policy and Community Funding Policy (which are key mechanisms for addressing this particular issue). We recognise that there is also an issue with regional and multi-board funding. This will be addressed once the financial investigation is completed.

We will:
- Be proportionate in our application and accountability expectations
- Not implement requirements that are over and above what we would expect from private sector suppliers
- Measure what matters (i.e. the difference experienced by people as a result of the activity or project) and focus on outcomes
- Offer funding for a minimum of three years and preferably 4-5 years for strategic, longer-term services and projects
- Enable applicants to describe the volunteer and in-kind contributions they bring to a project so we can better understand the full value of the activity and the applicant's full contribution
- Enable match funding
- Address equity issues and regional and multi-board funding through the Local Board Funding Policy and Community Funding Policy

"Funding applications and their subsequent accountability reports can take upwards of 30% of a person's time which is a large cost to [not-for-profit organisations]…which could best be spent delivering services to the community…. Changing the council's funding [to] align with the government's high-trust model of funding would be more time-efficient and cost-effective for the council and community groups. It would also show trust and respect for community groups."

Community feedback

Action 9: Develop a Community Facilities Network Plan that includes key voluntary and community sector facilities

Council has a large community facilities portfolio across Auckland. These facilities provide spaces that allow people to connect and belong, creating an identity within the community and providing a civic heart in local areas. When effectively activated, they are an important resource for community activity, play a key role in community-building and contribute to the city's liveability.

Some areas of Auckland have an underinvestment in council-owned community facilities, such as rural areas and Great Barrier Island. However, we recognise that facilities owned by not-for-profit organisations, including marae, provide important community infrastructure and there is more we could do to support this important social infrastructure.

We will investigate ways to support non-council facilities to become part of Auckland's wider network through the Community Facilities Network Plan[17]

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[17] The Community Network Facilities Plan will include the following council-owned facilities: community offices; cultural facilities; community centres and houses; aquatic facilities; arts facilities; recreation and leisure facilities; youth facilities; and community and rural halls

Enable social innovation and social enterprise

While the field of social innovation is still comparatively undeveloped in New Zealand, there is considerable interest and potential here; driven both by the growing international momentum and by an increasing awareness that 'business as usual' is not addressing our tough social, environmental, economic and cultural challenges. Like innovation in science or business, social innovation describes the process of developing new ideas, testing them, improving them and making them available to the people who need them.

Social enterprises are hybrid organisations that trade goods and services in order to achieve their social, environmental, economic or cultural goals. The social enterprise sector in New Zealand is growing steadily and early research indicates that there are some large and mature social enterprises already in operation. There is, however, a need for strategic investment to support the development of the sector. In the United Kingdom and most other developed economies, there are a number of specialist intermediary organisations that provide capability-building and seed capital, and promote enabling strategies such as asset transfers and social procurement.

We are committed to growing our support for social innovation and social enterprise as we believe they have considerable potential to help address some of Auckland's key challenges, from achieving zero waste to improving food security. Pasefika and Māori communities have told us that social enterprise and social innovation are important tools for their social and economic development.

Action 10: Promote social innovation and social enterprise

We know from international experience that developing a vibrant social innovation sector requires promotion and investment. Auckland Council will work with industry and community partners to promote innovation in the social sector. We will continue to invest in building our knowledge of social enterprise and support capability-building in the community. Solving complex social issues generally involves a multi-stakeholder approach across a range of sectors. One of the most important ways to foster social innovation is to create a context for dialogue, action and reflection.

We will partner with key stakeholders to develop enabling infrastructure and supportive conditions for social innovation and social enterprise in Auckland

Action 11: Support Auckland's social entrepreneurs

One of the most effective ways to contribute to the continued growth of the sector is both to support the people who catalyse innovative new projects and to bring diverse groups of people together to create better outcomes. Developing and enabling the 'talent' in Auckland's social entrepreneurs is critical. The feedback from social entrepreneurs is that they have found workshops hosted by council extremely valuable as opportunities for professional development, and they have gained access to international expertise that they would not have had otherwise.

We will:
- Improve our support for professional development opportunities for social entrepreneurs, including young, Māori and Pasefika social entrepreneurs
- Work with social entrepreneurs to help them connect with their peers across Auckland as well as nationally and internationally
- Work with local boards and others to showcase and promote social entrepreneurship

Action 12: Provide capacity- and capability-building support for social enterprise

Running a social enterprise involves all the challenges of running a conventional business and brings the added complexity of achieving social and community outcomes. Access to capacity- and capability-building opportunities is an issue, even for well-established social enterprises.

We will:
- Continue to provide capacity- and capability-building opportunities to the diverse range of social enterprises and social businesses, particularly Māori social enterprise and social businesses
- Work with partner organisations to enhance the social enterprise sector's investment readiness
- Ensure that social enterprises are aware of, and know how to access, our procurement opportunities

Maximise positive socio-economic impacts

The Auckland Plan acknowledges that Auckland faces significant socio-economic challenges and will continue to do so as we grow. It states that in order to achieve the vision of creating the world's most liveable city there are a number of things that Auckland must do, including:

- Create a strong, inclusive and equitable society that ensures opportunity for all Aucklanders
- Significantly lift Māori social and economic well-being
- Dramatically accelerate the prospects of Auckland's children and young people by putting them first
- Substantially raise living standards and focus on those most in need.

There are many socio-economic issues which are beyond the control of council. However, communities have told us that we still have an important role to play and that we can use our current tools and levers in smarter ways so that a greater number and range of our activities purposefully contribute to positive socio-economic outcomes for Aucklanders.

Action 13: Improve socio-economic impacts through procurement

Council is a significant customer – last year we spent $1.8 billion buying goods, services and works. Delivering multiple community and social outcomes through our procurements was the second most frequently mentioned specific action in Discussion Document feedback, and was particularly identified by local boards as a significant area of opportunity.

Public bodies in the United Kingdom and Europe, and increasingly Australia, implement innovative social procurement practices with commendable results.[18]

Because this was identified as a critical issue, we prioritised this work and a Procurement Strategy and Procurement Policy were adopted by council in May 2013. The new system better enables and encourages opportunities for social, environmental, economic and cultural outcomes – including Māori outcomes, local impact and employment opportunities for people disadvantaged in the labour market – to be included in procurements.

We will develop and deliver a work programme of tools and other support to implement the Procurement Strategy and Procurement Policy

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[18] Further information is available from: Greater London Authority http://www.london.gov.uk/priorities/business-economy/for-business/responsible-procurement and Department of Human Services, Melbourne http://www.socialtraders.com.au/social-procurement

Action 14: Continue to be an advocate

Communities told us that they value our advocacy role, particularly to central government. An example of this is the Mayor's advocacy to Housing New Zealand on their decision to stop providing services in some of Auckland's most disadvantaged communities.[19]

> We will continue to be an advocate on social issues that are of importance to our communities

Action 15: Increase work-experience opportunities

Council is one of Auckland's largest employers, with a workforce of approximately 8,000 staff covering a wide range of roles and areas. We already provide cadetships for young people, and there was strong feedback from new migrant communities and the disability sector about the role we could play in providing work experience for members of their communities that face disadvantage and discrimination in the labour market. This is not necessarily because of a lack of skills or qualifications. Migrant communities told us that that lack of experience of working in a New Zealand context was a barrier to securing employment. Persons with disabilities are least likely to be in paid employment than any other population group[20] and, as described in the Auckland Plan, routinely face both physical and attitudinal barriers.[21]

> We will investigate work experience opportunities for people that face disadvantage in gaining employment

Action 16: Role-model working conditions that promote staff well-being and are family-friendly

Happy, healthy (both mental and physical health) and safe citizens are crucial to building thriving communities.

As a major employer in Auckland, communities felt that "council [should be] a role model regarding flexible working hours, good paid parental leave [etc.]".[22] Our staff are our greatest asset and their well-being is crucial to the organisation's ability to be effective. We agree that being a great employer is important for both our staff and the organisation as a whole.

The Auckland Plan says that Auckland will "Put children and young people first" and will "Support parents, families, whānau, 'aiga and communities in their role as caregivers and guardians of children and young people".[23] It also describes flexible work and child-care arrangements as important for parents' participation in the workforce.[24] Family-friendly employment is also a significant gender-equity issue given that women continue to be the primary care-givers of children and older people, for example, and we are aware that this impacts on some of our staff and elected representatives.

> We will review our policies and practices and, where identified, seek improvements to promote staff well-being and family-friendly work conditions

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[19] *Mayor's Report on the Proposed Budget – Annual Plan 2012-14.* Strategy and Finance Committee. 09/05/2013. p9. Available from: www.aucklandcouncil.govt.nz
[20] Auckland Disability Research Group (2009) *Step Up Auckland: Decision makers getting it right for disabled Aucklanders.* Auckland, Auckland Disability Research Group. Avaialble from: http://www.ipp.aut.ac.nz/__data/assets/pdf_file/0014/110471/step-up-auckland.pdf
[21] Auckland Plan paragraph 233

[22] Discussion Document feedback
[23] Auckland Plan Directive 1.2
[24] Auckland Plan paragraph 235

Action 17: Investigate the living wage

The most frequently mentioned specific action in community feedback on the Discussion Document was the desire for council to show leadership in adopting the living wage. In addition, nine local boards passed similar recommendations. Respondents were particularly concerned that low pay disproportionately affects women and Māori, Pasefika and Asian communities.

More than 150 councils in the United States of America and the United Kingdom have living wage policies, and many of these also implement the living wage in their contracts with external suppliers and financial support of businesses and NGOs.

In April 2013, the first business, Auckland-based family-owned company Tonzu, signed up as a living wage employer. The Warehouse has implemented a career retailer wage benchmarked against the living wage. Wellington City Council was the first council to adopt the living wage.

Approximately 1,600 of council's direct employees and staff in the council-controlled organisations (CCOs) we manage payroll for earn less than the living wage rate of $18.80 per hour.[25]

> We will consider the implications of introducing the living wage for Auckland Council staff, and for the wider Auckland economy

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[25] Excludes employees of Auckland Transport, Watercare and contractors to council

Work in a holistic and integrated way

Discussion Document feedback was unanimous about the urgent need for a seamless and integrated approach across the Auckland Council family[26] when working with communities. This has not been helped by the transition to a far larger, more complex organisation.

Respondents to the Discussion Document said they want us to work holistically and in ways that mirror how communities function. 'Silos' across the Auckland Council family were identified as a major barrier and source of frustration by everyone, especially communities and local boards.

❝There is a lack of connection between departments inside council and even less with Auckland Transport and other CCOs. *It is very hard to emphasise how much difference it would make if this issue was addressed!*❞

Community feedback

Action 18: Promote and enable multi-purpose social infrastructure

The potential of hubs is highlighted in the Auckland Plan and elsewhere. Council is already involved in developing hub partnerships, for example between council, communities and schools. However, the impacts of silos can be seen in our community facilities and there is significant potential for greater integration and multi-purposing of our social infrastructure. This would also improve activation of facilities.

We have been inspired by overseas examples, for example a library complex that includes social housing. We need to be more proactive in identifying these opportunities at concept stage to ensure that any subsequent investment proposals and business cases include multi-purpose scope. Community-led planning and inclusive engagement with communities at the earliest opportunity will help enable these outcomes.

We will:
- Use the Long-term Plan, Community Facilities Network Plan, Unitary Plan, Infrastructure Strategy and other key instruments to support and promote multi-purpose community facilities and co-location with other social and physical infrastructure, particularly near good public transport
- Investigate the impact and ability of development contributions in providing optimal social infrastructure

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[26] The Auckland Council family includes the council and the seven substantive council-controlled organisations. It is important to note that the Local Government Act 2002 states that one of the four principal objectives of a CCO is to "exhibit a sense of social and environmental responsibility by having regard to the interests of the community in which it operates and by endeavouring to accommodate or encourage these when able to do so" (s.59.1.c).

Action 19: Implement a whole-of-system approach

To be effective and efficient, the way we work must be joined-up and seamless. Feedback on the Discussion Document highlighted two particular areas of concern: where our decisions, policies or actions appear to contradict or fail to enable each other; and disjointed placemaking activities.

The need to remove silo working across the Auckland Council family is a priority. This is essential to being an agile and responsive partner to communities, and to becoming community centric.

We will:
- Work through the Community-led Placemaking Champions Group and placemaking and change-readiness transformation programmes to progress the action plan
- Work with and support CCOs to implement the Thriving Communities principles and practices
- Embed or strengthen community and social development approaches and the Māori Responsiveness Framework across key council policies and strategies. This includes the 2015 Long-term Plan, Auckland Plan implementation and the Local Board Funding Policy

"It is important for council to grow their connections WITHIN council, so that the 2nd finger knows what the 3rd finger does, and then the left hand knows what the right hand does. People do not think in silos about community issues. Planning and Strategy is not separate from Community Development or Communications in the public's eyes."

Community feedback

Action 20: Improve council engagement with communities

Consultation with communities is a vital step we take in developing our policies, plans and activities. However, communities have told us that they while they want to participate, the volume and pace of consultations can overwhelm their capacity.

From the community's perspective, they often see our different consultations as strongly linked and feel they are repeating the same or similar feedback. There are often missed opportunities for different teams to work together when consulting with communities.

Council engages with communities on a number of levels including as customers, citizens, subject-matter experts and partners. The way we communicate and engage with Aucklanders must reflect these different needs and roles. All Aucklanders should expect great customer service from council when conducting transactions. But we also need to engage with Aucklanders as citizens participating in their local democracy. Voluntary and community groups have told us they want partnership-based relationships.

Voluntary and community groups have also told us it is difficult to find information about council's community-development-related activities (such as consultations, funding, events, training) on our website because the information they need is located in many different places. They have told us they would like it all in one place, like a portal, rather than having to search different parts of our website.

Our Pasefika, ethnic, youth and disability advisory panels provide information, guidance and advice to council on a range of issues that affect their communities. Recently a seniors' panel was established. Community engagement through the Community Development and Safety Committee is also an important source of information. However, we do not have easy and structured ways to engage with other groups, such as the women's sector and rainbow communities. We also need to develop more innovative and creative ways of engaging with children and young people.

We will:
- Develop an engagement calendar to streamline our consultations and other engagement events
- Work through the customer service transformation projects to include working and communicating with Aucklanders as citizens
- Develop and use the widest range of creative tools possible, including resourcing community-led engagement, to ensure consultation is accessible, relevant and appropriate for Auckland's diverse communities
- Improve access to our community and social development-related information
- Identify mechanisms to enable relationships and regular engagement with population-based communities not specifically covered by the panels

Support staff to be community-centric

This sixth focus area is about ensuring the 'engine' of council is able to drive forward the actions in the focus areas, practise our principles and deliver great results for both council and communities.

There was exceptionally strong feedback on the Discussion Document, from both within and external to council, about the need to shift organisational culture. Whilst there was significant feedback from communities about how they value their relationships with different parts of council, and particular staff and teams, there was a general concern that community initiatives can be paralysed by council's risk aversion, narrow focus on compliance and regulation and siloed way of working.

Communities told us that they want their council to be a relationship-focused organisation with a 'can do' attitude, which does all it can to find win-win solutions, and which actively facilitates and enables communities to help themselves.[27]

We believe that the most effective and efficient way to promote and embed the Thriving Communities principles is to work through a range of current mechanisms aimed at developing our staff and transforming the organisation.

This action plan has taken inspiration from our colleagues in the Library department. One of the priorities in their Future Directions strategy is to empower staff through:

- Fostering a learning culture for individual and organisational improvement

- Building a culture of trust where staff feel confident to take decisions and are able to move from a 'rules based' culture and trying to control activity, to one which is principles-based and focused on outcomes

- Setting free the creativity and energies of staff to provide a great service where decisions are taken as close to the customer as possible.

❝You need a way of organising work that is networked and distributed, rather than bureaucratic and hierarchical. In other words, you need ways of working that are responsive, adaptable, and built on relationships – rather than the kind that are preset, standardised and built on transactions.❞

The Australian Centre for Social Innovation

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[27] The Australian Centre for Social Innovation (2011) *Co-designing Thriving Solutions. A prototype curriculum for social problem solving*. Adelaide, TACSI, p.20. Available from: http://www.tacsi.org.au/assets/Uploads/Co-designingThrivingSolutions.pdf

Action 21: Work through the transformation projects

It is crucial that the social/community lens is applied across any and all council activities. This includes the transformation projects, which involve cross-council input and will impact on the majority of departments. A number of these are already strongly aligned with the aims of the Thriving Communities, such as customer-centric design, adopting a placemaking mind-set, etc.

We already have great examples of community-centric, 'can do' ways of working with communities, and there is significant potential to grow these.

> We will work through the transformation projects to promote a community centric culture

❝The things that make the most difference is when council processes facilitate rather than make more difficult…. [and when] council staff _create the conditions_ for the community to act – and then let the community act.❞

Community feedback

Action 22: Increase learning and development opportunities

To enable our staff to work in more community-centric ways, we need to ensure they have practical skills and tools in: impact assessments; co-production; accessible communications; collective impact; evaluation; asset mapping; community/customer 'journeys'; participatory budgeting; cultural competency; civic technology (such as open data and crowdsourcing), etc. We especially need creative techniques for engaging with children, particularly younger children, in consultations.

Sharing these learning opportunities with voluntary and community groups and others, such as central government, is one way of building collective capacity and encouraging relationships for more holistic working and collaboration.

Enabling staff to implement new skills and an evolving 'tool-box' will require greater understanding, at all levels of council and across all teams, of community-centric practices and their value.
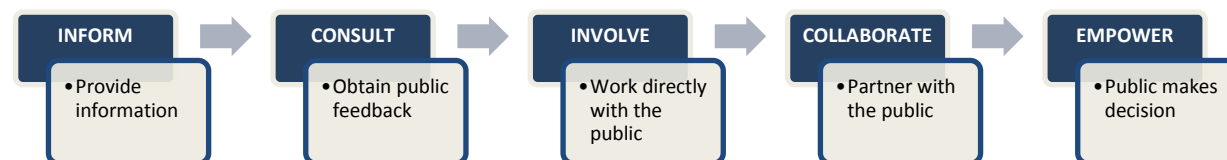
> We will:
> - Provide training and resources through learning and development programmes, such as Ngā Kete Akoranga, lunchtime learnings, Auckland Conversations etc.
> - Develop and implement impact-assessment tools, e.g. Māori, local, social, children and young people, etc.
> - Share learning and development opportunities with voluntary and community groups and others whenever possible

Action 23: Support collaborative and empowering practices

We use the International Association for Public Participation (IAP2) Spectrum of Public Participation to guide our consultation and engagement work. The Spectrum includes five ascending public participation goals.[28]

IAP2 Spectrum of Public Participation

INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
• Provide information	• Obtain public feedback	• Work directly with the public	• Partner with the public	• Public makes decision

Each year we hold an awards ceremony to acknowledge good practice in the organisation, and a wide range of teams enter the competition. However, we receive far fewer entries in the 'Collaborate' and 'Empower' categories – which best reflect the Thriving Communities principles – than others.

We will:
- Support staff to try new methods and tools, for example participatory budgeting with children and young people, community-led approaches, etc.
- Investigate ways to encourage a greater number of activities that meet the IAP2 criteria for collaborative and empowering public participation

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[28] See http://www.iap2.org/ for more information

Action 24: Foster employee volunteering

Community groups have told us that they are concerned about sustaining volunteering levels over the medium to long-term. Volunteers are critical in areas such as sport, environmental sustainability, conservation, emergency services like St John ambulance and rural fire fighters, civil defence and NGO social services such as women's refuges. Respondents to the Discussion Document said that council can play a role in promoting volunteering, such as through role modelling.

All permanent council employees are entitled, as part of their employment benefits plan, to take one day (eight hours) of paid leave each year to volunteer for a community organisation or project. With our significant workforce, this is potentially 54,400 hours per annum that could be contributed towards supporting community initiatives.

The benefits of the community day condition are reciprocal – a community group or project is supported with volunteer labour, and council staff find out more about community groups and what they do.

There are great examples of how the community day is being used by staff. However, only 210 employees used their community day during 2012/13. We believe that one of the main ways to increase take-up is to raise awareness of this employee benefit and share stories of those who have volunteered for a community organisation.

We will promote the community day entitlement throughout the organisation

Measure what matters

Robust and consistent evaluation data is crucial to understanding our impact and for making decisions.

We will focus on measuring outcomes and impacts, in other words the difference that decisions, actions and activities make to people's lives. We need to improve the robustness of our evidence and use a greater variety of evaluation tools. Evaluation methods can range from measuring 'distance travelled' to more complex methodologies such as Social Return on Investment (SROI).[29] We need to better understand what works best and become smarter gatherers and users of evidence, especially in solving our tough social, economic, environmental and cultural challenges.

Things that get measured are valued and counted as important, so we will also measure what matters to communities as well as council. For example, the quality of our relationships and interactions with communities is important to us and we will implement measures and standards that enable us to collect, evaluate and share this type of data.

We understand that things don't always go to plan and that sometimes the process and learning along the way will be more valuable than achieving the original objective. It is important that we understand and consider these lessons as outcomes, even when it appears that a project has 'failed'.[30]

Evaluation tools – some examples
Social Return on Investment (SROI) is a valuable research, evaluation and communication tool based on accounting principles. It identifies the outcomes of an activity and then calculates the monetary value of those outcomes to provide a ratio – for every $1 spent on the activity, $x of social, economic or environmental outcomes are achieved. It is widely used in the United Kingdom, where it has been endorsed by the Cabinet Office, and increasingly in Australia. We recognise the importance of valuing full impact – the quadruple bottom line of social, economic, environmental and cultural outcomes – and are currently conducting some SROI evaluations. However, a barrier we need to address is the lack of capacity, both within our organisation and in the research market, to conduct SROI evaluations.
The only way of knowing if an idea or activity works is by testing it. **Randomised control trials** (RCTs) are not only used in testing medicines or scientific experiments. It is becoming increasingly common to find RCTs being used in fields as diverse as web design, retail, social policy and community development work around the world.[30]

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[29] See http://www.thesroinetwork.org for more information
[30] See http://www.randomiseme.org for more information

Definitions

Community development

There is no single definition of 'community development' that is universally shared across Auckland, New Zealand or globally. However, many interpretations have similar principles and it is widely acknowledged that community development is both a way of doing things and an outcome.

The Auckland Plan describes 'community development' as being led by communities themselves, i.e. 'ground-up' and driven by those affected, as opposed to being imposed from the top down. This is consistent with the definitions promoted by many voluntary and community groups, iwi and mataawaka organisations and others, and is the approach advocated by central government. The role of public bodies is often to create the conditions (such as removing barriers, providing resources and other support, etc.) that enable ground-up development.

Social development

Social development is a broad term that describes actions to deliver positive social outcomes and prevent social harm. It is linked with social equity and social justice and includes issues such as safety, crime, housing, homelessness, health, social security, education, discrimination, equality, employment, poverty etc. Many of these issues are outside the scope of council's power, and addressing them is primarily the domain of central government and NGOs. However, in the Discussion Document feedback, communities told us, very clearly, that they value council's advocacy and leadership on social issues, such as poverty, and want us to continue with, and build on, these roles. In addition, social problems have a direct impact on our ability to provide effective services and community infrastructure, and can impact on our resources, such as the cost of managing graffiti.

Supporting community-led development is one way of achieving social justice and equity, and of addressing pressing social issues. Also, our community services and infrastructure have an important role to play in enabling positive social outcomes. Another important aspect of social development is addressing the laws, policies, systems and structures at local or central government levels that help or hinder positive social outcomes. Council already plays a role in social development, for example in creating and enforcing by-laws and regulations on liquor and gambling. Council is also an advocate to central government and others on a wide range of social issues that affect Aucklanders.

Communities

People belong to more than one community. Whatever the type of community, the common factor is that members feel a sense of belonging. We acknowledge that communities can be place-, population- or interest-based, and a combination of these.

Population-based communities and communities of interest can be place-based, but they frequently cut across geographical boundaries as well, for example Pasefika and ethnic minority communities who often have international links. With increasing use of social media and digital technologies, communities can be virtual as well.

- **Geographical/place-based communities**
  'Communities' are often defined by geographical boundaries – usually the immediate area where people live (e.g. suburb or neighbourhood). Each place-based community has its own identity and culture, often influenced by its location and environment, e.g. rural, urban, coastal, Gulf island etc.

- **Population-based communities**
  The Auckland Plan has identified specific population groups that are 'hard to hear' and often experience disadvantage, discrimination and inequity:

  o **Women and girls**

  o **Older people:** 'Older people' are generally defined as people aged 65 years or older. It's important to note, however, that differences in life expectancy of some populations make a universal definition complicated. For this reason, the United Nations refers to the older population as being 60+ years of age.[31]

  o **Young people:** The Ministry of Youth Development defines 'youth' and 'young people' as people between the ages of 12 and 24 years. As part of council's I Am Auckland: Children and Young People's Strategic Action Plan (CYPSAP), the 'sister strategy' to Thriving Communities, we will work with young people to better define what the term 'young people' means to them.

  o **Children:** The Office of the Children's Commission defines 'children' as those aged between 0 and 13 years. The CYPSAP has identified that this range, like the definition for 'young people', is very broad, and will work with children to identify how we can better define and understand the needs of children at different ages.

  o **Māori:** Including the kinship levels of hapū (sub-tribe) and iwi (tribe).

  o **Pasefika communities:** Represented primarily by Samoan, Cook Islands, Tongan, Niuean, Fijian and Tokelauan groups, with smaller numbers from Tuvalu, Kiribati, Papua New Guinea, Vanuatu, the Solomon Islands and the small island states of Micronesia.

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[31] World Health Organisation (no date) *Definition of an older or elderly person.* [Online] Available from: http://www.who.int/healthinfo/survey/ageingdefnolder/en/ [Accessed 20 April 2014]

- o **People from other minority ethnic groups**: Includes people who identify as Asian, African, Middle Eastern and Latin American (as per the Census categories).

- o **Migrants**, including refugees

- o **Rainbow communities:** An umbrella term for people who identify as gay, lesbian, bisexual, transgender, intersex (GLBTI), queer, takatāpui (GLBTI Māori) or fa'afafine or fakaleiti (third-gendered people of Samoa and Tonga and the diasporas)

- o **Persons with disabilities:** An umbrella term that includes people who have sensory, physical, neurological, psychiatric, intellectual or learning impairments. The impairment may be permanent or temporary, and may have been acquired at birth or through illness or injury. The term is used interchangeably with 'disabled people'. 'Whānau hauā' is the Māori term for persons with disabilities, which loosely translates as 'people who are uniquely different'.[32]

- **Communities of interest**

Refers to people who are drawn together by common interests, beliefs or passions (e.g. faith, environmental sustainability, business, etc.)

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[32] Disability Strategic Advisory Panel (2011) *Disability Strategic Advisory Group Statement on Terminology*. Auckland, Auckland Council. Available from:
http://www.aucklandcouncil.govt.nz/SiteCollectionDocuments/aboutcouncil/advisorypanels/disabilitystrategicadvisorygroup/dsagterminology.pdf