

Report on Interviews with Stakeholders

1. INTRODUCTION

This is a report of three consultation processes carried out with community and voluntary sector organisations, Christchurch City Council representatives and Christchurch Members of Parliament. Lists of participants can be found at the end of this document. The views of each group are identified throughout this report by the use of the following abbreviations:

- Community and voluntary sector organisations (ComVol)
- Christchurch Members of Parliament (MPs)
- Christchurch City Council representatives (CCC)

This report outlines:

- Current trends
- Desired outcomes
- Critical factors for achieving the desired outcomes
- Barriers to achieving the desired outcomes
- How participants contribute to the community
- Opportunities for collaboration

2. TRENDS

Participants were asked to identify current social trends. These trends are grouped here under the specific areas they relate to. However we can also identify some themes which emerge from the trends overall:

- The overall ageing of the population was identified as a trend that has implications for many areas of service planning and delivery.

- The increasing pressure on young people was identified as a trend that influences issues such as the ability of the education system to cope, crime, and unemployment.
- Increasing difficulties many families have in trying to meet their basic needs such as housing, and adequate employment and income levels.
- The isolation of people is a trend resulting from the increasingly diverse needs of a changing community and the increasing pressure on services trying to meet these needs.

2.1 Health

- There is increasing awareness of alcohol and drug problems in the older population (ComVol).
- As the population ages, the percentage of the population with Alzheimer's and dementia will increase (ComVol) and so will the need for more support systems (CCC).
- The ageing population will make greater demands on the health system (ComVol, CCC). There will be an increased need for supported accommodation for the ageing population with more trained staff (CCC).
- Falls are the number one health problem for people over the age of 85 (ComVol).
- De-institutionalisation of the mental health sector is continuing to impact on the community (ComVol).
- Alcohol and drug abuse in young people is a growing trend and there are insufficient services to deal with this (ComVol).
- Drug, alcohol and gambling addictions are increasing. Gambling is seen as a 'more socially acceptable' addiction (CCC).

- Long waiting lists for access to operations are resulting in people putting their lives on hold as they wait to find out when (or if) they will get their operations. While waiting, quality of life is low and people who would be able to work if they had their knee, hip or hernia operations are out of the workforce (MPs).
- Many people continue to struggle without access to health care or healthy lifestyles (MPs).

2.2 Knowledge and skills

The trends relating to knowledge and skills were:

- An increase in truancy rates. For example, in one term last year over 1200 young people were picked up off the streets and from malls for truanting for the first time (ComVol).
- Young people leaving school will not work in one type of job for the rest of their lives. This means that when they leave school they need to have good all-round skills (ComVol).
- Increasing student debt and increasing costs to the individual in tertiary education (CCC).
- The education system in Christchurch is becoming more diverse with a range of new 'special character schools' opening (MPs).

2.3 Safety and security

- Young people are more mobile than in the past and the importing of cheaper Japanese used cars means more young people are able to afford to buy cars at a younger age. 'Boy racers' are a worldwide trend (ComVol). The risk-taking behaviours of young people in cars are exacerbated by the combination of driving and use of alcohol (ComVol).

- Crime is decreasing in the central city because of the alcohol ban (although there is some concern that the ban may simply be displacing the problem to the suburbs) (ComVol).
- More young offenders appearing before the courts have severe alcohol or drug abuse problems (ComVol).
- The incidence of graffiti and vandalism by young people is increasing (CCC).
- Serious crime is increasing, and there is a higher level of acceptance that serious crime cannot be prevented (CCC).
- Many people, even those who have never been direct victims of crime, do not feel safe in their homes or on the streets (MPs, CCC). People have become increasingly concerned about Police inability to attend to crime (such as car crimes and boy racers) (MPs).

2.4 Paid work

- There are skills shortages in trades and at the top end of the social services, for example, teachers, nurses, and doctors. These shortages are part of a global trend (ComVol).
- Youth unemployment is still an ongoing issue for Christchurch (CCC, MPs).
- Unemployment is higher than the average for Maori and Pacific peoples (MPs).
- Unemployment amongst older people is an identified trend. Many of these people have been made redundant, and find that their expectations of continuous work for one employer are no longer appropriate in a rapidly changing job market (MPs).
- The lack of jobs for young graduates in Christchurch, coupled with the repayment of student loans, is resulting in many young graduates going overseas for employment. (ComVol).

- Unemployment rates are coming down (ComVol, MPs).
- The gap between the highest and lowest incomes is increasing (ComVol).
- The age of retirement from the paid work force is increasing (CCC).

2.5 Economic standard of living

- Housing is becoming increasingly expensive (ComVol, MPs, CCC). Rents have gone up because of the scarcity of rental property in Christchurch (ComVol, CCC, MPs). The waiting list for Housing New Zealand properties is increasing (CCC, MPs). It is also becoming more difficult for people to save the required deposit to buy a house because the value of residential property has increased rapidly (ComVol, CCC, MPs).
- The need for housing for older divorced women is an increasing trend. With the split of the family home, these women do not have sufficient equity to get decent housing (MPs).
- There is an ongoing need for emergency accommodation for individuals and families in Christchurch (MPs).
- Increasingly easy access to finance is putting families into debt that they cannot repay (CCC).
- Increasing amounts of infill housing throughout the city is having detrimental effects on families who no longer have a backyard where the children can play, or space for a vegetable garden (CCC).
- The benefits levels of single parent families continue to be inadequate to meet the everyday, ongoing costs for themselves and their children (ComVol).
- There is increasing disparity between income groups in the community. As the economy has improved, the gap has widened (CCC).
- Many people continue to struggle without access to adequate income (MPs).

- For people living on benefits the move to employment may result in them receiving less money at the end of each week. There is a need for the market to pay a “living wage”. Subsidised transport may make some paid work more attractive (MPs).
- Since 1999 there has been a shift in Government Departments policies and practices that is resulting in fewer complaints through electoral offices and a greater fairness from Work and Income, ACC etc (MPs).
- The Christchurch economy is becoming increasingly service orientated. Christchurch citizens are following worldwide trends of spending a greater proportion of income on services, for example eating out. City planners need to be aware of this trend, and the implications on local businesses (MPs).

2.6 Social connectedness

- Increasing numbers of older people over 85 are staying in their own homes with support from a number of agencies (ComVol).
- Older people in the deaf community sometimes become isolated and unable to communicate when they move to rest homes (MPs).
- More young people now hang out in suburban malls than in the central city as they can travel on the Orbiter to all city malls. Although many shops and theatres target advertising to the youth market, groups of young people are not welcomed in malls. Mall managers are handing out three-year trespass orders to young people (ComVol).
- The influx of young Asians to English language schools has a major impact on central Christchurch. Very little is known about the needs of Asian youth in Christchurch and their needs have not been taken into account in the planning of services or facilities (ComVol).

- Many children are being brought up in families where there is no male role model. There are few males in social services or education and boys, in particular, are missing out by not having good male role models in their lives (ComVol).
- More families are breaking up (CCC).
- Government departments are becoming increasingly specialist in their services, and are expecting the voluntary or community sector to pick up many services that they no longer provide (ComVol).
- There are fewer people willing or able to do voluntary work in Christchurch. Many families rely on two incomes to survive, and people without jobs often cannot afford to volunteer. The volunteers with skills working in the community are overloaded and near burnout (ComVol).
- Informal volunteering, for example caring for elderly parents or grandchildren, is increasing, but is still largely invisible (ComVol).
- Heavy compliance requirements for funding mean that volunteer management committees or boards are required to be increasingly highly skilled (ComVol).
- The government is required to work with the voluntary/community sector, but this need to consult is placing extra work onto already stretched community organisations (ComVol).
- There is less activism within the voluntary and community sectors as organisations struggle to provide essential services that they are contracted for (ComVol).
- Funding has caused increasing fragmentation of voluntary and community groups with new groups being funded at the expense of ones that have been successfully providing services to the community for several years (ComVol). It is more difficult for groups in the voluntary sector to attract funding (CCC).

- There is a trend for funding providers to fund for projects, but not for organisational infrastructure (ComVol).
- There is duplication of services in the voluntary sector (CCC).
- There is a growing disparity between the worldviews of youth and the older population (CCC).
- The pressures on families to have two incomes to survive are contributing to family breakdowns (CCC).
- There is increasing pressure for people to adjust to constant change in the world For example Christchurch is part of a globalised world that is changing rapidly due to technological innovations and mass media (CCC).
- There is an increased focus on individualism, with an emphasis on rights but not responsibilities. People are less connected to their communities than in the past (CCC).
- There is an increasing sense of powerlessness and the feeling that people don't have control over their own lives. People living in poverty have always experienced this powerlessness but increasingly it is experienced by the wider community (CCC).
- Christchurch residents are becoming increasingly aware of social issues (other than race) such as gay issues (MPs).
- Christchurch has a strong sense of community in various neighbourhoods with strong residents and ratepayers associations (MPs).
- There is the beginning of a trend of central and local government working together with communities, as in the Aranui Renewal Project (MPs).

2.7 Democracy and governance/ human rights

- The trend for the Christchurch City Council and Community Boards to involve the community through consultation in decision making is challenging the way the local authority operates. There is a need for specialist people to work in the area of consultation to ensure that appropriate processes are utilised. The Christchurch City Council policy requiring consultation is vague and is not always adhered to (CCC).
- The low voter turnout (48%) at the last local authority election is part of a growing trend of public disengagement with politics (ComVol).

2.8 Culture and identity

- The 'browning' of Christchurch is a trend (describing growth of the Maori and Pacific Island communities) (CCC).
- Christchurch is becoming a multi-ethnic city (CCC, MPs). There is a growth in the number of people from non-English speaking backgrounds in Christchurch (ComVol).
- New migrants and refugees can become very isolated, particularly if they do not speak English well.
- There is a growing relationship between the voluntary sector and the tangata whenua (ComVol).
- There is 'white flight' from some Christchurch schools, for example Rowley primary. The culture of competition between schools has resulted in some schools providing buses to collect children from neighbouring areas (CCC).
- There is a lack of awareness, and prejudice within the general community about race issues. Although there is less obvious in-fighting between groups

than in Auckland, for example, Christchurch does not make new comers feel at home here (MPs). The legacy of the English class structure continues to exclude Maori, people of other ethnicities, and working class people (MPs).

- Various groups of immigrants have settled in particular suburbs, for example Asian migrants in Avonhead with the various subgroups of Taiwanese, Korean, Chinese. In Avonhead this has resulted in 'cluster buying' in particular suburbs (MPs).

2.9 Kaupapa Maori

- There is a significant growth in numbers of Maori living in Christchurch and Canterbury. For example, there were 15,394 Maori in Canterbury in 1994, and 21,500 in 1996. By the year 2121 the Maori population in the Canterbury area is predicted to increase by 52% The Maori population has a greater proportion of children and young people than the general population (ComVol).
- The Ngai Tahu settlement has had a huge impact on the economy of Christchurch (MPs).
- There continue to be few Maori working in statutory agencies, and those who are employed are usually in the lowest positions (ComVol).

2.10 Environment

- The volume of traffic on the city roads is increasing as people use cars instead of cycling, walking or using public transport. People's lives are so busy that many cannot take the time needed to travel to work by public transport (CCC).

- Christchurch residents are becoming increasingly aware of environmental issues. They are supporting more effective recycling. They are also lobbying against structures such as cell phone towers that they see as dangerous to their health (MPs).

2.11 Sport and recreation, arts, crafts and music

- Fewer young people are involved in sport and there are few organised activities for this age group. The Rowley Youth Centre is an example of a project that works with other agencies to meet the needs of the young people in the area (CCC).

3. DESIRED OUTCOMES FOR CHRISTCHURCH

Participants identified the outcomes they believed were desirable for Christchurch. Themes emerging here included:

- The ability for all people to fulfil their potential.
- A safe and healthy physical environment.
- People able to make choices in their own lives and to be able to participate in their communities.
- The ability for all people to have an adequate standard of living through their access to education, health, and employment.

3.1 Health

- A healthy environment where every resident is able to live and achieve their full potential (MPs).

3.2 Knowledge and skills

- People reaching their potential through education and training. This education should be inclusive of people with different cultural backgrounds, sexualities, abilities and disabilities. Such an education system would ensure that all children leave school literate and numerate (ComVol).

3.3 Safety and security

- “We want a city that is safe for everyone, no matter what age, ethnicity or gender. People will be safe in their homes, on the streets and in the workplace” (ComVol). Personal safety was identified as a desirable outcome (MPs, ComVol).

3.4 Paid work

- Employment; a city where everyone has access to meaningful employment for a living wage (MPs).

3.5 Economic standard of living

- Everyone has equitable access to a living income, health care, housing and education (CCC, ComVol, MPs).
- For central government to provide a safety net that allows people to pick themselves up and get off state assistance (MPs).

- Older people have adequate supports to live in their own homes as well as affordable options in residential care (ComVol).
- Continuing economic growth (CCC).

3.6 Social connectedness

- People feel valued, in charge of their lives, and are involved in their communities (ComVol, CCC).
- Christchurch is welcoming to new people (CCC).
- Older people are respected and supported (ComVol, CCC). Strong relationships across generations (CCC).
- Collaboration between central government, local Government and the community; an environment that fosters good relationships between people (CCC).
- People care about the wellbeing of others (CCC).

3.7 Democracy and governance/ human rights

- Everyone has the chance to have a say about what happens in the community (MPs).

3.8 Culture and identity

- Community and voluntary sector groups want a greater recognition and acceptance of difference (ComVol).

3.9 Kaupapa Maori

3.10 Environment

- A sustainable environment (CCC) and appropriate monitoring of social, environmental, cultural and economic impacts (MPs).
- An effective public transport system (CCC).

3.11 Sport and recreation, arts, crafts and music

4. CRITICAL FACTORS FOR ACHIEVING DESIRED OUTCOMES

Participants identified factors that they considered to be critical to achieving the desired outcomes. These factors are grouped here in three broad categories; processes, structures and resources, and people. There are obviously relationships between these categories and so there are some overlaps in the points made under each heading.

4.1 Processes

- Everyone has to be part of finding the solution, not just the Christchurch City Council or a government department. There needs to be community ownership of community issues (ComVol, CCC).

- Being realistic about what can and cannot be achieved by voluntary/community organisations. Community organisations need to have skilled management committees or boards (ComVol).
- Greater communication and collaboration between government departments and community organisations (ComVol, CCC, MPs). Model alternative structures for community action (such as Healthy Christchurch) (ComVol).
- Good communication across Government Departments, the local authority, and the voluntary sector. Funding decisions at all these levels need to be evidence-based (MPs).
- Community organisations need to be supported but also evaluated as to how they are meeting outcomes (MPs, CCC).
- Organisations need to be aware of what others are providing and not duplicate existing services (MPs).
- Links between the business and the tertiary sector. The tertiary sector needs to be responsive to the employment market (ComVol).
- Greater diversity in workplaces which are sometimes segregated along gender or racial lines (for example women in teaching, Maori men in freezing works) (ComVol).
- Having agreed common goals; everyone knows what they are working towards (CCC). A common goal for the people of Christchurch, and the promotion of an image that is positive, for example “Christchurch, the city that shines” (MPs). Organisations also need clear goals for all members to work towards achieving (ComVol, MPs).
- Appropriate consultation (MPs).
- Good planning based on good information, and ways of measuring outcomes. Good needs analyses (CCC, ComVol). Ability to prioritise (MPs).
- Ensure that key stakeholders are brought on board at the planning stage. Effective networking and communication to avoid duplication (CCC).

- Transparency of decision making and accountability processes (MPs).
- Clients/consumers need to be involved in setting up organisations and deciding how services will be run (ComVol).
- Deal with causes not just symptoms, and provide appropriate services or interventions (MPs).

4.2 Structures and resources

- Utilise structures people can understand and feel comfortable with. Have effective boards in community organisations (CCC).
- Appropriate education systems (MPs).
- The adoption of an official 'poverty line' under which no individuals or families are expected to manage. Benefits and minimum wage levels would be set in relation to the poverty line (ComVol).
- Adequate resources going into the community sector to provide the needed services. The community should not be seen as a cheap option for delivery of essential social services for the Government (ComVol).
- A buoyant economy (CCC). A campaign to "Buy Canterbury" would rejuvenate the local economy (MPs).
- Home grown initiatives like the 'Children at Risk' project in Addington (CCC).

4.3 People

- Greater buy-in from the Maori community into democratic processes at both central and local government levels (ComVol).
- Greater respect for older people, adequate resources to meet their needs, and more staff trained in the caring roles (ComVol).

- A sense of being able to change things, and to build on those changes (CCC).
- Celebrate the positive – for example ‘random acts of kindness’ (CCC).
- CCC committed to achieving social outcomes, not just rates and rubbish (CCC).
- Experienced, trained and committed staff (CCC). People must have the appropriate skills. For example, some schools struggle because the Boards of Trustees do not have people with the skills needed (MPs).
- Organisations need to be adaptable to change (ComVol).
- It is important to have the right people in all positions. Key individuals need to have passion, commitment, and drive. Effective leadership is critical (MPs). It is often difficult to remove ineffective people from top positions (ComVol). People must be committed to what they are doing “Put the passion back into compassion” (MPs).

5. BARRIERS, LIMITATIONS AND GAPS IN SERVICES AND FUNDING

Participants were asked to describe the barriers they see hindering progress towards the desired outcomes. They were also asked if they thought there were any gaps in current service provision.

5.1 Barriers and limitations

Participants noted that the barriers to achieving outcomes were the opposite of the critical factors identified above. They also identified barriers relating to the resourcing of community organisations, wider structural issues such as racism

and unemployment, and community attitudes and commitment to change. The barriers identified were:

- Lack of recognition for organisations in the voluntary sector (ComVol). The myriad of accountability and reporting requirements from different government funding bodies is also a barrier to the voluntary sector achieving outcomes (ComVol).
- Low turnover of staff in key social service agencies. This does not enable new people with new ideas to move into positions of influence (ComVol).
- People are less willing to volunteer their time and skills (CCC).
- Resources are not adequately prioritised and there is some duplication of existing services (MPs).
- Insufficient funding, particularly for ongoing maintenance of organisations (CCC).
- The way that some government departments operate is disempowering for clients. People need an adequate living wage as a right and not a privilege that can be removed by a department (ComVol).
- Too much emphasis on the central city to the detriment of the suburbs. For example, the cost of renovations to Cathedral Square could have been more productively used in suburban centres (ComVol).
- Racism. The media is not helpful when giving inadequate information on the situation, for example with the Ngai Tahu Childcare facility at the Polytechnic (ComVol).
- The level of violence in the community (MPs).
- Unemployment (MPs).
- The physical environment of cold Christchurch winters makes it difficult for everyone to live in a warm house/flat (ComVol).

- Lack of political and community will to bring about change (CCC). There is a lack of recognition that young people can achieve and make positive contributions to their communities. It is negative incidents that receive media coverage (MPs).
- Planning and resource consent processes are stifling enterprise (MPs).
- The conflict between Christchurch City Council and ECan (MPs).
- Lack of vision of Central and Local Government. “It is more important for representatives to stay in power, therefore a unified approach stemming from a vision just doesn’t happen.” (MPs).

5.2 Gaps

Most community and voluntary sector organisations felt that existing resources could be better prioritised and that organisations should be funded with longer term contracts (ComVol). Christchurch City Council representatives mentioned that they were unable to tell how effective the Council’s existing contribution to community organisations was. They stated that because the Christchurch City Council did not have a clear picture of what it wanted to achieve in the community it was difficult to know if more money was needed (CCC). Most MPs thought that the pool of money going into service provision was adequate, but that it needed to be better utilised. They suggested that there needed to be more work done identifying where funding goes now, basing funding on needs, eliminating duplication, and developing partnerships and effective evaluation (MPs). The specific gaps in services that were identified included:

- Post school courses for Maori (ComVol).
- Parenting programmes (ComVol.)

- School support services for children with disabilities (ComVol). Alternative educational facilities for the 10 – 15 age group (ComVol) and afterschool programmes and holiday programmes (CCC).
- Injury prevention programmes targeting falls (CCC). There is concern that people with injuries get support from ACC, whereas people who are similarly debilitated through long-term debilitating illness get no support. These people feel disempowered, and have no one lobbying for them (MPs).
- Although poverty is a significant issue in Christchurch, there is no forum where issues relating to poverty can be addressed. There is currently no overview of how poverty is manifested in Christchurch. There appear to have been no tangible results resulting from the Christchurch City Council poverty research completed about seven years ago (ComVol).
- The war against Iraq is creating huge problems in the refugee communities as people who have lived through a war are re-traumatised by what they see and hear in the media. People from Iraq or bordering countries are worried about their relatives still in the war zones (ComVol).
- Services for refugee and migrants (CCC). Immigration services to avoid queues of Asian students trying to renew visas (MPs). Need for facilities/services for older people from different ethnic groups (CCC).
- Housing information, advice, advocacy and education is not funded by any state agency. Both state and local government are involved in housing provision, but neither provide advice themselves nor contract voluntary sector provision in the way that Child, Youth and Family does for child and family services (ComVol)
- Funding for local sports clubs (CCC).
- Womens' organisations, like neighbourhood support, that encourage relationship building in the community (CCC).
- Crime prevention (CCC).

- Young people as a group are one of the main consumers of bus transport services, but the bus exchange does not accommodate their needs in any way by, for example, screening videos for young people waiting to catch the bus.
- Swimming pool and indoor recreational facilities for Papanui (CCC). A swimming pool and fitness centre in the south east part of Christchurch (MPs).
- Proactive projects to lower youth unemployment. This could include more resources for careers departments in secondary schools (MPs).
- Respite care for carers of people with mental illnesses and mental health services for children and youth (MPs).
- Greater support from volunteers and people on management boards (MPs).
- Creating a 'democracy centre' where people could learn about how our system works, how to make submissions and how to become more active participants in a democracy (MPs).
- A light rail transport system for Christchurch and Canterbury (MPs).

6. ORGANISATIONAL CONTRIBUTIONS TO THE COMMUNITY

The three groups of participants were asked to describe the contribution they each make to the community. Their responses are outlined below.

6.1 Community and voluntary Sector

- Local and national networks that can be utilised by local and central government for consultation and identification of community needs.
- The opportunity for people to develop skills and take on leadership roles within their communities.

- A different perspective that emphasises empowerment and self-determination.
- A voice for specific groups such as Maori, Pacific peoples, and people with mental health issues.
- Lobbying at the national level for the voluntary sector.
- A co-ordinating role for Government and community services. One participant described this contribution as “We are the cement holding together supportive services to new citizens”.

6.2 Christchurch City Council

- Supporting groups and individuals in the community through funding but also by linking people up with others in the community.
- Community Boards can approach private enterprise and advocate for sectors of the community. One example of this sort of advocacy is when a Community Board member approached a shopping mall and negotiated to get a shopping bus to run through a suburb where many people did not have cars. The existing bus routes did not pass the mall.
- Advocating for communities with the CCC. For example, persuading the Christchurch City Council to support the establishment of a community cottage in Sydenham.
- Community Boards provide a “safety valve’ for the CCC. “People come to us to let off steam when they have an issue with the Council”. The Community Board helps them find ways to resolve the issues”.

6.3 Members of Parliament

- Offices where they interacted with members of the public.
- An advocacy service with government departments and a referral service to departments and community agencies/activities.
- A channel for feedback to Government on effects of legislation and policies.
- Providing a listening ear.
- Offering moral and political support to the more vulnerable members of society by attending community events and gaining great media coverage for the organisation or event.
- Promote issues and resolve problems for individuals and groups.

7. OPPORTUNITIES FOR INTERNAL COLLABORATION

Participants were asked to discuss their existing collaboration and the opportunities they see for increased internal collaboration.

7.2 Community and voluntary sector organisations

- Representatives of most community/voluntary agencies said that they had excellent internal communication and collaboration processes. Most agencies are small with paid staff and volunteers at one site. Agencies with staff at different sites made a conscious effort to ensure that information channels were kept open.

7.3 Christchurch City Council

- There is the potential to increase collaboration between Community Board members and units in Tuam St. such as City Streets. An increase in collaboration between the community development staff and the leisure staff would be helpful for the Community Boards.
- The Christchurch City Council struggles to achieve a seamless integration of services. Senior staff still work to achieve separate outcomes for “their departments” and “their staff”. The structure of the organisation makes it very easy to put the walls back up, and to “protect patches”.
- Elected Community Boards members have an appointed liaison person in the council to give guidance on how to operate effectively within the Council system.
- There was some concern among some of the Community Board chairs that although councillors on Community Boards were part of decision making at the board level, they were not bound by those decisions when it came to full council meetings to ratify decisions.

7.4 Members of Parliament

- All MPs are in small offices so it is easy to maintain communication within their offices. Labour MPs work together as a team to ensure that invitation to local events are attended by one of them. All Christchurch MPs meet together periodically, but there was an acknowledgement that they could collaborate to a greater extent and advocate for Christchurch.

8. OPPORTUNITIES FOR EXTERNAL COLLABORATION

Participants were asked to discuss their existing collaboration and the opportunities they see for increased external collaboration.

8.1 Community and voluntary sector organisations

- Most community organisation representatives talked about extensive use of networks across the community, local government and central government departments. For example, the Youth Workers Collective is made up of many member organisations involved in working with young people. The Youth Workers Collective works on projects in collaboration with other agencies such as the Police, Community Boards, and Child Youth and Family.
- Several participants mentioned two collaborative projects. The Strengthening Families project was cited as a successful collaborative project by agencies working with children, young people and their families. The second project mentioned was the Healthy Christchurch initiative. Most of the organisations represented in this report were signatories to the Healthy Christchurch charter and several were actively involved in Healthy Christchurch projects.
- Although collaboration and co-operation between agencies is a defining characteristic of the way the voluntary/community sector operates, several people mentioned that there is a cost to collaboration. They were prepared to meet that cost because of the positive spin-offs for their organisations and their clients/consumers.

8.2 Christchurch City Council

- The long term Christchurch City Council plan (LTCCP) requires collaboration.

- One Board Chair identified that collaboration was central to the way that the Christchurch City Council operated and the current City Manager was a strong proponent of community involvement with the council.
- Several participants mentioned collaboration with Central Government and community as the way of the future. One person said, “collaboration and partnerships are the way of the future. One single agency can no longer claim to be addressing all the complex issues that arise in any community. We need to work together. Sometimes the Christchurch City Council will be the lead agency, and at other times different agencies will be the lead agency. This is a critical difference to the way we have operated in the past”.
- There is a trend in both local and central government for a shift away from the neo-liberal ideas of competition, to a more collaborative approach. Although CEOs are speaking the language of collaboration, not all workers in organisations are embracing this change in approach

8.3 Members of Parliament

- All MPs stated that, through their offices, they had good networks with all Government Departments, and the CCC. Many had extensive links with community organisations. MPs found that being part of working parties in Christchurch, such as a monthly race relations breakfast, were useful collaborative projects (MPs).

9. PARTICIPANTS

9.1 Community and voluntary sector

Andrew Dickerson	Age Concern
Angela Howard	Age Concern
Donna Ellen	Childwise
Felicite Jardine	Refugee Resettlement Support
Fiona Pimm	He Oranga Pounamu
Gilbert Taurua	He Oranga Pounamu
Jan Francis	Mayors for Jobs
John Harrington	Youth Worker's Collective
Katherine Peet	Volunteering Canterbury
Linda Trocker	DPA
Maria McEntyre	Waipuna
Norm Dewes	Nga Maata Waka
Paul Traynor	Alcohol and Drug Assn NZ
Raewyn Saunders	Paparoa St School
Ruth Gardiner	Volunteering Canterbury
Sharon Torstonson	Council of Social Services
Sue Ashworth	Primary Principals Association
Sue Turner	Mental Health Foundation

9.2 Christchurch City Council

Bob Todd	Community Board Chairperson
Garry Moore	Mayor
Graham Condon	City Councillor
Ingrid Stonhill	City Councillor
Jonathon Fletcher	Director of Policy
Mike Mora	Community Board Chairperson
Mike Richardson	City Manager

Phil Clearwater

Community Board Chairperson

9.3 Members of Parliament

Alan Hayward (Jim Anderton's electoral agent)

Gerry Brownlee

Liane Dalziel

Marc Alexander

Rod Donald

Ron Mark

Ruth Dyson

Tim Barnett