



Strategic Relationship Agreement

Serving Our Communities Together

Auckland Council and Auckland Citizens Advice Bureaux

A. Background and Purpose

Auckland Council and Auckland Citizens Advice Bureaux Inc. (ACABx) have a robust relationship, based on the long-standing relationship between local Bureaux and the legacy councils. Both organisations wish to reflect this existing goodwill in a framework to guide their relationship and the achievement of their shared vision, and further manifest this trust and mutual respect through development of a formal partnership and shared work programme. This agreement also provides for council funding for Citizens Advice Bureaux (CABx) services through ACABx and related accountabilities.

B. Shared Vision

Auckland Council and ACABx have agreed that they will work together to provide local communities with high quality information, advice, referral and client advocacy services that:

- are accessible and responsive to the needs of our diverse communities
- inform and empower people
- encourage people to be actively involved in shaping their communities and the city
- contribute to the development of regional social policy.

C. Roles and Responsibilities

Both organisations play roles in delivering on the shared vision:

Auckland Citizens Advice Bureaux (ACAB) Inc.

The aims of ACABx are:

To ensure that individuals do not suffer through ignorance of their rights and responsibilities, or of the services available; or through an inability to express their needs effectively.

Me noho matāra kia kua te tangata e mate i tāna kore mōhio ki ngā āhuatanga e āhei atu ana ia, ki ngā mahi rānei e tika ana kia mahia e ia, ki ngā ratonga rānei e āhei atu ana ia; i te kore rānei āna e āhei ki te whaputu i āna hiahia kia mārama mai ai te tangata.

To exert a responsible influence on the development of social policies and Services, both locally and nationally.

Kia tino whawāhi atu ki te auahatanga o ngā kaupapa-ā-iwi me ngā ratonga-ā-rohe, puta noa hoki i te motu.

ACABx:

An Incorporated Society, established in June 2012 with the following purposes:

- to provide an organisational framework and support structure which enables a co-ordinated service to members related to funding from, and other support arrangements with, Auckland Council and other bodies.
- to work with Auckland Council on the development of the strategic direction for the provision of the Citizens Advice Bureau services within the Auckland Council area.

Auckland's Citizens Advice Bureaux (CABx) are members of ACABx and democratically elect a board to fulfil the above purposes. In turn, ACABx and all Auckland CABx are members of Citizens Advice Bureau New Zealand (CABNZ). CABNZ supports bureaux to meet membership standards which underpin their service and influences development of social policies and services at a national level.

CABx provide information, advice, referral and client advocacy services via face-to-face, telephone and online contact. Currently, there are 12 Bureaux comprising 31 Auckland service sites, with over 900 trained volunteers fielding close to 302,000 enquiries per annum, 75 percent of this service is delivered face-to-face.

Auckland Council:

A unitary authority with purposes, functions, powers and duties as set out in the Local Government Act 2002 and amendments, and other Acts including the Local Government (Auckland Council) Act 2009.

Support for CABx strongly aligns with the vision and strategic direction of the Auckland Plan and the Empowered Communities Approach endorsed by the Regional Strategy and Policy Committee on 4 June 2015.

Key roles in this relationship include, but are not limited to:

- brokering and facilitation
- co-ordination and planning
- networking and access to information, knowledge and other key decision makers
- advocacy
- Kaitiakitanga/guardianship role (in terms of both the City and its people)
- engagement with local communities.

In terms of this agreement Auckland Council also takes on the role of a funder.

Both organisations agree to support each other where possible, including reasonable acknowledgement of each other's logos where appropriate.

Guiding Principles of working together

Both organisations acknowledge a commitment to the concept of partnering and agree to:

- work in such a way that promotes goodwill, good faith and trust, recognising and respecting each other's ways of working and obligations to their organisation and wider stakeholders
- commit to continuously seek to improve what we do in partnership through sharing good practice
- support the achievement of each other's outcomes where possible and work constructively and collaboratively to achieve shared outcomes
- acknowledge and celebrate success and the achievement of mutually shared outcomes
- work together to actively support the Treaty of Waitangi/Te Tiriti o Waitangi
- actively promote social inclusion and embrace Auckland community diversity
- share information to improve understanding of local communities and inform council social policy development.

D. Managing the Relationship

Both organisations agree to:

- meet a minimum of four times a year to progress their shared outcomes
- develop a shared work programme including a range of initiatives at both strategic and operational levels that is reviewed on an annual basis
- ensure the maintenance and ongoing development of a strong and healthy relationship.

E. Resourcing

The financial and non-financial resources of each organisation will be used to support the achievement of individual and shared outcomes, including resourcing and capacity to invest in relationships and partnering processes.

Key non-financial resources include:

- staff, elected member and volunteer time
- knowledge, information, advice and networks.

Auckland Council has agreed to fund ACABx for the provision of Auckland CABx services for the two year period 2016-2018 because CABx are:

- well established and have recognised expertise
- critical to fulfilling council goals
- involved in activities in which council has a key interest
- healthy, viable and sustainable organisations.

F. Review

Both organisations are mutually accountable for delivering on this agreement, and reporting progress to each other and to third parties. This strategic relationship agreement will be reviewed at the end of one year from the date of signing.

G. Signatories

The common seal of Auckland Citizens Advice Bureaux Inc. was affixed in the presence of the Chairperson /Representative (***) and a Board Member (***) on2016.

ACABx Chairperson/Representative

Auckland Council

ACABx Board Member

Auckland Council officer with delegated authority

SCHEDULES

1. SHARED VISION

2. PROTOCOLS AND PROCESSES TO SUPPORT THE RELATIONSHIP

3. BIENNIAL WORK PRIORITY AREAS

- SHARED OUTCOMES AND KEY WORK PRIORITY AREAS

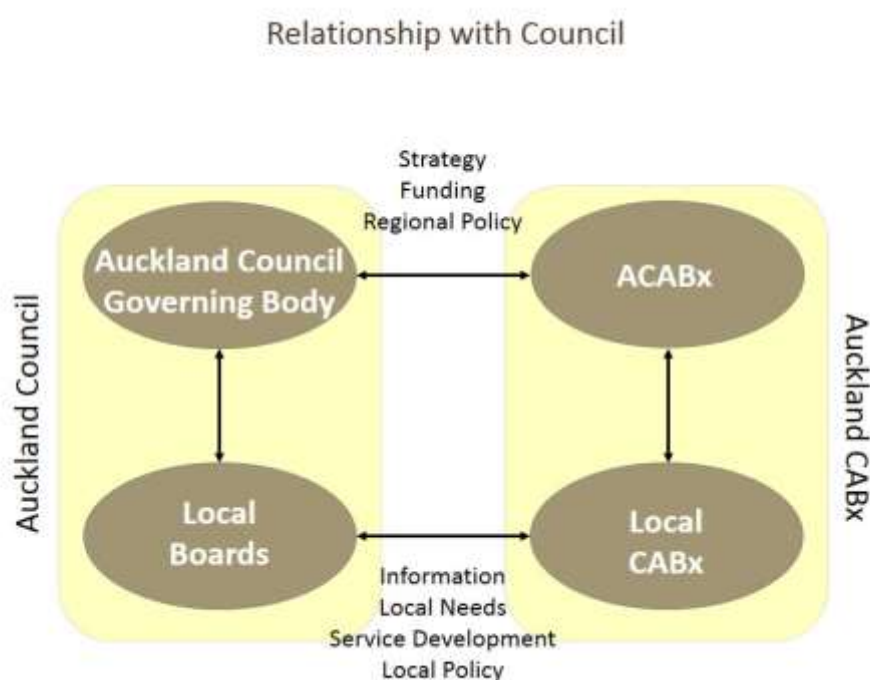
4. CAB SERVICES IN 2016/2018

SCHEDULE 1. SHARED VISION

Auckland Council and ACABx have agreed they will work together to provide local communities with high quality information, advice, referral and client advocacy services that:

- are accessible and responsive to the needs of our diverse communities
- inform and empower people
- encourage people to be actively involved in shaping their communities and the city
- contribute to the development of regional social policy.

SCHEDULE 2. PROTOCOLS AND PROCESSES TO SUPPORT THE RELATIONSHIP



The scope of this relationship

This Agreement is not intended to extend to the day-to-day operation of local bureaux. In relation to the local boards – local CABx relationship, the focus is on local services.

Table one: Identified activities within this agreement

In scope	Out of scope
Regional funding relationship including monitoring and reporting	Local, supplementary funding to CABx through local boards
Overview of CABx accommodation and multi-site lease arrangements	Property issues associated with local CABx
Co-ordinating cross-council relationships with ACABx (e.g. Libraries)	The operational relationships between council departments and local CABx
Research using aggregated data and information to inform policy development that address issues facing CAB clients	Access to or sharing of data that may compromise client privacy, or other confidential matters (etc.)
Support for ACABx and CABx to develop capacity and services to effectively respond to the changing face of Auckland	Specific funding arrangements outside of the ACABx grant

Auckland Council Governing Body – ACABx Relationship

This strategic relationship is between ACABx and Council’s Governing Body, with a focus on ensuring both Council and ACABx have an Auckland wide focus and best practice principles to achieve the most effective and responsive service for the people of Auckland.

The Governing Body (which consists of an elected mayor and 20 councillors) focuses on big picture, region-wide strategic decisions, and it is the Governing Body who holds the decision-making role in relationship to the regional ACABx relationship.

Strategic Relationship Management

Both organisations recognise that many people, at both political, governance and operational levels, will be involved in achieving the goals and priorities that form the basis of this agreement. For clarity, and to facilitate and strengthen the strategic relationship between both organisations, the Community Empowerment Manager for Auckland Council and the Board Chair ACABx are identified as the key people with oversight responsibilities for the successful implementation of this agreement.

Funding

Auckland Council Governing Body has agreed to provide funding through the Long-term Plan 2015-2025. Funding has been agreed for 2016-2018 to support the operation of CABx across Auckland and the agreed work programme.

Funding will be in accordance with the terms and conditions of the Funding Agreement attached as Appendix One. The term of this agreement is for two years. A negotiated right of renewal at the completion of this agreement for a period of three years followed by a further three years is conditional on delivery of the agreed biennial work programme for 2016-2018 and approval by the Auckland Council Regional Strategy and Policy Committee.

Relationship between local boards and local CABx

Local boards are a key part of Auckland's governance, enabling local representation and decision making on behalf of local communities. There are 21 local boards throughout the Auckland region from Rodney to Franklin.

Local boards have a significant and wide-ranging role that spans most council services and activities. Local boards represent their communities, make decisions on local matters including local facilities, provide local leadership and support strong local communities. Local boards provide important local input into region-wide strategies and plans including those of the council-controlled organisations (CCOs).

Relationships between local boards and local CABx are at different stages of development, which reflect their specific local situation. Some local boards have more than one CABx in their area, and some local boards are serviced from their neighbouring local board area. However, the local board is a primary stakeholder in any local CABx. The local board's role includes decision-making in relation to locations and leasing of community facilities, many of which accommodate local CABx. The local CABx role is to provide local information, advice, referral and client advocacy services to meet the needs of the local community. The intention of this Agreement is to support development of successful long-term local board-local CABx relationships for mutual benefit. There will continue to be different relationships in different local board areas, reflect their specific local context, preferences and priorities.

The process for successful collaboration between local boards and local CABx

To fulfil the intent of this strategic relationship agreement the following actions will be undertaken:

- To promote information sharing, local CABx will report to their relevant local board on a quarterly basis on service usage and other matters of interest (emerging trends and local issues). This may be done as a cluster in a local board area. The expectation is that as part of this reporting process local bureau will give an annual presentation at a local board meeting at least once a year.
- To develop and maintain the relationship between local boards and local CABx, regular meetings will be set up for the purpose of sharing emerging trends. The frequency and format of those meetings should be agreed with the local board Chair and/or the local board portfolio lead.
- Regular meetings will provide for CABx to contribute to empowering and enabling communities and improve service delivery.
- Each local board – local CABx will focus on relationship development and implementation will be designed to build on local strengths and successes and respond to the specific needs of the local area and its community.

The key outputs of successful collaboration between local boards and local CABx

The key outputs of a successful collaboration include:

- Reporting to local boards e.g. on service usage and other matters of interest
- Informal updates and check-ins
- Opportunities to provide input into future local community development and CABx service development
- Opportunities for co-location or location in Auckland Council-owned facilities.

Each local board – local CABx relationship development and implementation will be designed to build on local strengths and successes and respond to the specific needs of the local area and its community.

Auckland Libraries' Relationship with ACABx

Local libraries and local CABx have good established relationships. Libraries provide access to information, CABx provide facilitated access to information and unique advice tailored to the situation of the client. The intention of this agreement is to strengthen and develop relationships between Auckland Libraries and ACABx in order to strengthen areas for working together.

This will include:

Twice-yearly meetings, incorporated into the general meeting schedule, will include a senior manager in Libraries and an ACABx representative to share information, build relationships, and develop effective mechanisms for addressing matters over which the services need to co-operate, particularly within co-located facilities. It is expected that local libraries via the Community Library Manager will also be in relationship with their local CABx.

Reporting

As part of each organisation's annual planning process, elected/board members and staff of both organisations will come together for a workshop each year. This workshop will be an opportunity to discuss shared issues and projects related to the setting of forthcoming work programmes.

Regular meetings (four to six annually) will be held to support the joint relationship and achievement of the shared work programme. These meetings will focus on:

- Reviewing progress against the work programme, including timeframes, outcomes and resourcing
- Sharing information, issues and opportunities and ensuring delivery of the shared work programme
- General relationship strengthening
- Celebrating successes

Conflict Management

Both organisations are committed to address any issues that may arise by communicating honestly and openly and at an early stage.

However, if necessary, the Chief Executive of Auckland Council and the ACABx Board Chair, or their delegates, agree to meet and work through any serious issue or conflict in a sensible and practical manner.

If a resolution is not reached via this process, both parties will participate in mediation with a mutually acceptable mediator appointed if necessary by the Chairperson of LEADR NZ Inc. (Lawyers Engaged in Alternative Dispute Resolution).

Evaluation

Both organisations are committed to evaluate and review performance, not only in terms of shared work programmes (via achievement of key milestones and outcomes noted in the shared work programme), but also the effectiveness of this relationship agreement. The latter evaluation will be built into the annual workshop between both organisations and a broader biennial relationship review undertaken as part of the development process of any further agreement between the parties.

SCHEDULE 3. BIENNIAL WORK PRIORITY AREAS

- SHARED OUTCOMES AND KEY WORK PRIORITY AREAS

As noted in this strategic relationship agreement, the Auckland CABx and local councils have worked together for many years and both organisations acknowledge the contribution that each has made.

This agreement reflects a partnering way of working, which is also reflected in the biennial work priority areas with key resourcing to support shared projects over the two-year period identified in Auckland Council’s Long-term Plan 2015-2025 and ACABx Strategic Plan.

Work Priority Areas for the 2016-2018 period include:

- Partnering –clarifying the Council-ACABx relationship framework in practice
- Annual work programme development–refining the annual joint programme of work that will progress our shared outcomes
- Policy development–enabling a process for ACABx to contribute to council’s social policy development

Additional priorities can be incorporated to the biennial work programme, providing there is shared agreement and careful consideration of resourcing implications.

BIENNIAL WORK PROGRAMME FOR 2016/2017 – 2017/18

Objectives	Parties Involved	Outputs
<p>1. Partnering</p> <p>Support development of the collaborative relationship and partnering as a fundamental way of working. Define approach and language to build upon this agreement and to be built into ongoing agreements.</p>	<p>ACABx representatives and Community Empowerment Unit (CEU), Auckland Council staff</p>	<p>Partnering language and approach developed collaboratively and clearly articulated and documented by ACABx and council by June 2017.</p>
<p>2. Annual work programme development</p> <p>Acknowledging both parties are working toward outcomes to contribute to positive social change at a local and regional level – refine the joint programme of work.</p>	<p>ACABx representatives and CEU staff</p>	<p>Co-develop via regular meetings a model of gathering and analysing, information and communicating the impact of CABx in the community.</p>

<p>Year one – Work collaboratively to define approach and tools that ensure the value and outcomes of ACABx work is communicated and measured working towards a better articulation of the value that CABx provide to Auckland communities.</p> <p>Build capability to address network provision, including development of tools to ensure ACABx and CABx responsiveness to :</p> <ul style="list-style-type: none"> • growth in service need or provision particularly relating to vulnerable communities • demographic change • information exchange needs • digital service provision <p>Year two – Test and apply approach to be completed and reviewed at the end of year two.</p>		<p>Co-develop model that will capture both quantitative (how much did we do), and qualitative (how well did we do it?) and impact (what changed as a result) data. Agree model by June 2017 for application in 2017-18 year by ACABx.</p> <p>Co-develop and agree approach and tools for responding to the changing needs of Auckland’s communities to be tested in 2017-18 year by ACABx.</p> <p>From June 2017 apply model of capturing, reporting and communicating impact and responsive network provision.</p> <p>March-June 2018 collaboratively review application of the model.</p>
<p>3. Policy development – analyse and interpret statistics, case studies, anecdotal evidence, knowledge and experience to share to support policy development enabling positive social change within Auckland’s communities.</p>	<p>ACABx and CABx representatives, CEU, RIMU, Community and Social Policy staff</p>	<p>Co-develop an approach to ensuring information is shared effectively and communicated in a way that is valuable for all parties.</p> <p>AC will work with ACABx so that relevant ACABx information is received and distributed across Council and informs Council policies and practice.</p> <p>Approach to be developed and confirmed by June 2017 and applied in the financial year 2017-18.</p>

SCHEDULE 4. CABX SERVICES 2016/2018

Services to be provided by CABx across Auckland

CABx across Auckland provide confidential and accessible, free, information, advice and advocacy services.

These services include:

- Community and social service information
- Legal advice
- Budgeting management
- Tax counselling
- Immigration information
- Access to food banks
- Justice of the Peace clinics
- Specialist advocacy work
- Specialist services such as interpreting
- Support for the ethos of volunteering

CABx services are provided at the following sites as well as through 0800FORCAB (0800367222) and www.cab.org.nz.

The following table denotes the service as at May 2016. Hours of operation are subject to change.

CAB Site	Address	Weekdays		Saturdays	Local Board
Albany <i>(Agency of Browns Bay)</i>	Upper Harbour Local Board Office 3 Kell Drive, Albany	Mon	12.00pm - 2.00pm		Upper Harbour
Avondale	Carpark behind Avondale Library 93 Rosebank Road, Avondale	Mon-Fri	9.30am - 1.00pm		Whau
Birkenhead	Birkenhead Library Building Cnr Rawene Road and Hinemoa Street, Birkenhead	Mon-Fri	9.00am - 4.30pm		Kaipatiki
Botany <i>(Agency of Pakuranga)</i>	251 Town Centre Drive, Botany Town Centre, East Tamaki	Mon-Fri	9.30am - 1.00pm		Pakuranga
Browns Bay	2 Glen Road, Browns Bay	Mon-Fri	9.00am - 4.30pm		Hibiscus and Bays
CAB Language Link <i>(Not funded by AC)</i>	521D Mt Albert Road, Three Kings	Mon-Fri	9.00am - 4.00pm		Puketepapa
Central Auckland	First Floor, Central Auckland Library 44-46 Lorne Street, Auckland CBD	Mon-Thu	9.30am - 4.30pm	10.00am - 12.00pm	Waitemata
		Fri	11.00am – 3.00pm		
Eden-Albert	Adjoining Mt Albert Library Building 82 St Lukes Road, Mt Albert	Mon-Fri	9.00am - 4.00pm		Albert-Eden
Glen Eden	Glen Eden Library Complex Cnr Glendale Road and Glenmall Place, Glen Eden	Mon-Fri	9.00am - 4.30pm		Waitakere Ranges
Glen Innes	Plunket Rooms 100 Line Road, Glen Innes	Mon-Fri	9.00am - 4.00pm	9.30am – 11.00am [Legal Advice Clinic by appointment only]	Maungakiekie-Tamaki

Strategic Relationship Agreement – Attachment A

CAB Site	Address	Weekdays		Saturdays	Local Board
Glenfield	Glenfield Library Building 90 Bentley Avenue, Glenfield	Mon-Fri	9.00am - 4.30pm		Kaipatiki
Grey Lynn-Ponsonby	Grey Lynn Community Centre 510 Richmond Road, Grey Lynn	Mon-Fri	9.00am - 4.00pm	9.00am – 4.00pm	Waitemata
Helensville	27 Commercial Road, Helensville	Mon-Fri	10.00am - 3.00pm		Rodney
Henderson	11 Trading Place, Henderson	Mon-Fri	9.00am - 4.30pm		Henderson-Massey
Hibiscus Coast	Orewa Community Centre 40-46 Orewa Square, Orewa	Mon-Fri	9.00am - 3.30pm	10.00am - 1.00pm	Hibiscus and Bays
Mangere	Shop 17, Orly Avenue Mangere Town Centre	Mon-Fri	9.00am - 4.00pm	9.30am - 12.30pm	Mangere-Otahuhu
Manurewa	Library Complex 7J Hill Road, Manurewa	Mon-Fri	9.00am - 4.00pm	9.00am - 11.00pm	Manurewa
Massey	Massey Library Building Cnr Don Buck Road and Westgate Drive Massey	Mon-Fri	9.00am - 4.30pm		Henderson-Massey
Mt Roskill	Mt Roskill Library Building 546 Mt Albert Road, Three Kings	Mon, Wed, Thu	9.30am - 4.00pm	10.00am – 12.00pm	Puketepapa
		Tue, Fri	9.30am - 1.00pm		
New Lynn	New Lynn Library Building 3 Memorial Drive, New Lynn	Mon-Fri	9.00am - 4.30pm	10.00am - 1.00pm	Whau
Northcote	Northcote Library Buildings 5 Ernie Mays Street, Northcote	Mon-Fri	9.15am - 3.30pm		Kaipatiki
Onehunga	Onehunga Community Centre and Library Building 83 Church Street, Onehunga	Mon, Tue, Thu, Fri Wed	9.30am - 4.00pm 9.30am – 5.15pm	10.00am - 12.00pm	Maungakiekie-Tamaki

Strategic Relationship Agreement – Attachment A

CAB Site	Address	Weekdays		Saturdays	Local Board
Otahuhu <i>(Agency of Mangere)</i>	Toia Precinct, 30-34 Mason Avenue, Otahuhu	Mon-Fri	10.00am – 2.00pm		Mangere-Otahuhu
Otara	Shops 1 and 2, 46 Fair Mall Bairds Road, Otara Town Centre	Mon-Fri	9.00am – 4.00pm	9.00am – 12.00pm	Otara-Papatoetoe
Pakuranga-Eastern Manukau	Pakuranga Library Building Aylesbury Street, Pakuranga	Mon-Fri	9.00am - 4.30pm	9:30am - 11:30am	Howick
Panmure-Ellerslie	Panmure Community Centre 7-13 Pilkington Road, Panmure	Mon-Fri	9.30am – 12.45pm		Maungakiekie-Tamaki
Papakura	4a Opaheke Road Papakura	Mon-Thu	9.00am - 4.30pm		Papakura
		Fri	9.00am – 4.00pm		
Papatoetoe	35a St George Street, Papatoetoe	Mon-Fri	9.00am - 4.00pm	9.00am – 12.00pm	Otara-Papatoetoe
Remuera-Eastern Bays	4 Victoria Avenue, Remuera	Mon-Fri	9.00am - 5.00pm		Orakei
Sylvia Park	Shop N230, Level 1, Sylvia Park Mall 286 Mt Wellington Highway, Sylvia Park	Mon-Fri	9.00am - 4.30pm	10.00am – 12.00pm	Maungakiekie-Tamaki
Takapuna	Takapuna Community Services Building 7 The Strand, Takapuna	Mon-Fri	9.00am - 4.30pm		Devonport-Takapuna
		Thu	7.00pm – 8.30pm		
Waiheke	141 Ocean View Road, Oneroa, Waiheke	Mon-Fri	9.00am - 1.30pm	9.00am - 12.00pm	Waiheke
Wellsford	Wellsford Community Centre 1 Matheson Road, Wellsford	Mon-Fri	10.00am - 3.00pm		Rodney