

TOMORROW'S MANUKAU – A VISION FOR MANUKAU INTO THE FUTURE

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1.0 INTRODUCTION

Manukau has come a long way since it was established 35 years ago. It is now the fastest growing city in New Zealand and home to more than 150 different ethnicities, a feature that makes Manukau special.

Manukau's diversity is not only reflected in its cultural differences, but also in its indicators of well-being and sustainability, such as educational attainment and pollution levels. Therefore while diversity is its strength, it also represents challenges for the City if its longer-term goals are to be achieved.

In this context, the Manukau City Council has facilitated the identification of a vision and a strategic direction for the City. This has seen a participative approach to determine a future state for Manukau, the priorities, and the long-term goals that will help focus effort on a commonly shared direction for the next ten years.

The process has also seen the development of indicators of sustainability, aimed at both monitoring progress toward the vision, and assessing outcomes over the longer term.

2.0 BACKGROUND

Manukau is the third largest city in New Zealand and the fastest growing. The census results for 2001 have the population at 283,197. Coupled with the neighbouring areas of Papakura (2001 population 40,665) and Franklin (2001 population 51,669), the population of the Counties Manukau area swells to 375,531 and is forecast to grow to 501,800 by 2021.

In Manukau, the rapidly growing population has around 35% aged under 20 years with 15% of families earning \$20,000 or less. The ethnic make-up of just over 50% non-European, and negative statistics surrounding Manukau (e.g. poor health and educational levels) create a complex set of factors that impact on the sustainability of the City.

3.0 THE NEED FOR DIRECTION

In striving to bring some cohesiveness to such a diverse City, Manukau City Council, in 1993/94, sought the views of the Manukau community about their vision for the future of the city. This was a huge consultative process that took over two years to complete resulting in a document called Strategic Directions 1996-2010, which outlined a strategic direction for Manukau.

Since then, there have been many changes in the local, regional and national environment that impact on Manukau, such as:

- Changes of government - national and local, bringing a programme of legislative change, impacting on policy, quality of life of citizens and direction of the city.
- Government reform - eg roading, water and wastewater industries along with a move to regionalise these and other key infrastructural activities.
- The development of key regional strategies such as the Auckland Regional Growth Strategy and the Regional Transport Strategy.
- Improvements in monitoring and assessing conditions in Manukau and other NZ cities and therefore a greater awareness of the quality of life.
- International trends that impact on governance arrangements in cities such as e-government, concepts of best value, benchmarking and other like activities aimed at improving performance of governance agencies.

The above records only a very few critical changes - there have been many since 1993/94. Prompted by this knowledge and the information that over \$1b comes into the City through central government departments annually, the Manukau City Council in 2000 identified a need to stimulate a cohesive direction for the city. Council felt that identifying a ten-year vision for Manukau could do this.

4.0 GOALS OF THE PROCESS

In identifying a vision for the third largest city in New Zealand, Manukau City Council recognised that there were five key process goals to be addressed. These were:

To stimulate a sense of direction for the City

Council firstly wanted to identify a direction or a common vision for the City so the process needed to facilitate this.

To work out what is important to people

Priorities for sustainable development needed to be identified and addressed. Council had been conducting citizen perception surveys for around five years. The results showed areas in which the public expected to see improvement and highlighted gaps, not only in Council services but also in living conditions in the City. Co-ordinated action was needed.

To ensure a participative process

For a vision to be successful, it needed to be 'owned' by the other interested parties in the City. Participation in such an exercise is a powerful tool for creating a sense of ownership by citizens and other people with key interests in Manukau. Participation can also produce feelings of unity of purpose and facilitate a sense of belonging. These both enhance social cohesion against a backdrop of diversity.

To try for a multi-stakeholder approach

If a vision was to be identified, who could help reach it, apart from Manukau City Council? There are many other key stakeholders and resource holders that impact in significant ways on the City and its people. These key stakeholders and organisations needed to be actively involved in shaping the future and taking action to ensure progress.

To take the lead

Somebody has to kick it off and take the lead, this was Manukau City Council.

5.0 STRATEGY TO ACTION

The proposal was to encourage key stakeholders and decisionmakers to take on the vision and have this inform their own strategic planning. Manukau City's planning was also to take the lead from *Tomorrow's Manukau* and the development process was timed to coincide with the review of our Strategic and Long Term Financial Plan.

6.0 KEY STEPS OF DEVELOPMENT

Where are we going?

An approach was developed that would achieve the process goals. Essentially we focussed on 5 key questions:

- Where have we been?
- Where are we now?
- Where do we want to go?

- How do we get there?
- Who helps get there?

To answer the first 2 questions, there was a great deal of activity to gather both written information and direct community input. For example, current City strategies such as the Manukau Employment Strategy, the Manukau Economic Strategy, the Manukau Education Strategy, regional strategies and strategic plans of govt. departments were examined for relevant ideas. To answer the last 3 questions we took a different approach.

6.1 Process for developing the vision

The first step was to seek the views of mana whenua. The question put to mana whenua was – in what way would you see yourselves being involved? The result was a varied and slightly patchwork approach to involvement, however views were put forward. The next step was the identification of key stakeholders and ‘movers and shakers’ with interests in the City. These were invited to become part of a reference group. The Reference Group guided both the process of development and the identification of the vision and goals. Alongside this was Manukau City Council who ‘signed-off’ the document.

Direct community input through focus groups, youth forums, and community meetings provided valuable insights. There were meetings with interest groups e.g. ratepayer groups and also citizen perception surveys. All contributed to the development of scenarios prepared as draft possible strategic directions for the City.

6.2 From draft to launch

The draft then underwent a period of consultation over 2 months that took many forms (e.g. from newspaper articles to letterbox drops). Submissions numbered around 300 (this included around 40 submissions from organizations representing a number of people). The result helped to flesh out the direction and to identify broad strategies for action. This process also helped identify the targets and Action Leaders - those who agreed to lead action on the goals and targets.

The vision, goals, targets and actions were then developed by the Reference Group and published in a document called *Tomorrow’s Manukau – a Vision for Manukau into the Future*.

7.0 PRIORITIES FOR TOMORROW’S MANUKAU

The research and consultation carried out prior to the launch of the draft showed 4 key areas that people wanted addressed - they felt that we cannot reasonably position ourselves for the future unless we address these fundamental matters.

These 4 things were

- the education of our young people,
- public safety,
- transport and
- the image of the city.

People also recognised the complexity of, and inter-relationship between each of these factors, suggesting that each is important for sustainability.

Following feedback on the draft, these same 4 matters emerged as priorities and now underpin the key outcomes in *Tomorrow’s Manukau* the city strategy.

8.0 BUILDING THE DIRECTION

There is now one vision and a set of values. This is supported by 5 key outcomes that position the city in critical areas with each outcome having a target e.g.

Outcome 1 - ***EDUCATED AND KNOWLEDGEABLE PEOPLE***

The target - ***Manukau people with qualifications increases from 43% in 1999 to 60% by 2010.***

Each outcome has several goals with a ten-year focus and each of these goals has one or more targets. Each goal also has several actions (to be achieved over a 1-5 year timeframe) with an Action Leader designated to lead the actions.

The document is underpinned by an agreement between a large group of Action Leaders to work together. It now articulates a vision and a path to achieving the vision.

9.0 ACTION LEADERS AND REFERENCE GROUP

The Action Leaders are not a group of representatives but are opinion shapers and resource holders and seen as 'movers and shakers'. They understand the need for a vision managed in a participative way and the need for targets and monitoring. They have made a commitment to work toward the achievement of the vision together and this is articulated in the strategy. This is therefore a city vision and strategy, NOT a Council vision and strategy.

The following are some of those listed in the document as Action Leaders or were a part of the Reference Group that helped shape the direction:

Accident Compensation Corporation	Manukau Institute of Technology
Alcohol Advisory Council of NZ	Manukau Water
Apprenticeship Training NZ	Min. for the Environment, Econ Dev. Maori Affairs, PI Affairs, Social Policy, and Transport
Auckland City Council & ARC	Otara Health
Auckland International Airport Ltd	Pacific Islands Advisory Committee
Chamber of Commerce	Papakura & also Franklin Dis. Cncils
City of Manukau Education Trust	Peoples Centre, Manurewa
Counties Manukau District Health Board	Police and also Safer Manukau
Counties Manukau Sports Foundation	Skill NZ
Dept of Conservation & EECA	CYFA & Strengthening Families
Dept of Corrections & Dept of Courts	Tamaki Ki Raro Trust
Dept of Work and Income	Tamaki Ki TeTonga District Maori Council
Early Childhood Development Agency	Te Ora o Manukau the Healthy City
Employers & Manufactures Assn	Telecom
Enterprising Manukau & Enterprise Otara	Trade New Zealand
Federated Farmers	Transit New Zealand
Greenmount East Tamaki Bus. Assn	United Networks
Housing New Zealand Corporation	Vector Limited
Huakina Development Trust	Watercare Services Limited
Land Transport Safety Authority	

10.0 THE VISION

Tomorrow's Manukau – progressive, proud, prosperous.

A progressive city of vibrant town centres, thriving rural areas, and abundant recreational spaces, connected by efficient transportation and communication systems. A well planned city with growth managed to provide for the needs of future generations.

People proud of their success and their good education - confident they can achieve their aspirations and enjoy a variety of lifestyles in harmony, good health and safety.

Prosperous people enriched by the diversity of cultures, the beauty of the environment, the strong economy and the wealth of opportunity.

Tomorrow's Manukau will have educated and knowledgeable people, vibrant and strong communities, be a place that's easy to get around, and have healthy and economically secure people – a sustainable Manukau.

All of this is underpinned by the following values:

- Diversity in cultural beliefs and lifestyles
- Excellence and success
- People who act responsibly
- Honesty
- Working with others

11.0 IMPLEMENTATION

The real challenge in developing a shared vision is ensuring action. Towards this Manukau City Council has consulted the Action Leaders on the approach and process that would best stimulate joint action toward the above 5 outcomes. This resulted in a clear message:

1. Manukau City Council should continue facilitating the process.
2. A new structure is required that will facilitate joint action.

This new structure has seen the development of 5 outcome teams. These teams consist of the Action Leaders already listed in the *Tomorrow's Manukau* document. The feeling was that those organisations needed to build a cohesive approach to achieving the outcome.

Each Outcome Team is selecting a "champion" as their spokesperson. To facilitate integration across outcomes the Outcome Champions will meet regularly in a forum chaired by the City Manager of Manukau City Council. In addition to this an annual forum for all Action Leaders and other interested parties is planned. This will provide opportunity for celebrating success and continuing the dialogue toward achieving the vision.

12.0 IMPACT ON MANUKAU CITY COUNCIL

Manukau City Council has embraced *Tomorrow's Manukau* wholeheartedly. All Council policies and strategies are being aligned to *Tomorrow's Manukau*. Council's own Strategic and Long Term Financial Plan is being aligned to *Tomorrow's Manukau*, and Senior Council Managers are involved in Outcome Teams to assist with co-ordination of the outcome area and integration within the Council.

13.0 NEXT STAGE

The journey has just begun. We have a shared vision; we have common goals; we have commitment and through this, resources. We are just now developing the structure. There is some uncertainty ahead on structure as we are breaking new ground, however one thing is clear - in time, Manukau will be the progressive, proud and prosperous City of our vision.