

Chair
Cabinet Social Policy Committee

GOVERNMENT COMMITMENT TO BUILDING STRONG COMMUNITY RELATIONSHIPS

Proposal

- 1 This paper proposes a Government response to two reports:
 - 1.1 *Good Intentions: An Assessment of the Statement of Government Intentions for an Improved Community-Government Relationship* by the Association of Non-Governmental Organisations of Aotearoa (ANGOA); and
 - 1.2 *From Talk to Action: Government Engagement with Citizens and Communities* by the Building Better Government Engagement (BBGE) reference group.

Executive summary

- 2 This paper seeks to advance my portfolio outcomes of "a trusting community-government relationship" and "empowered communities" by responding to two reports. ANGOA's report reviews relationships between government agencies and community and voluntary organisations. The BBGE report considers government processes for involving citizens and communities in policy-making.
- 3 In November 2009 I am hosting a national Community-Government Forum, to which Ministers will be invited. The Forum will focus on the Government's response to the two reports. I propose that a key focus be development of a Relationship Agreement to replace the former Government's 2001 *Statement of Government Intentions for an Improved Community-Government Relationship* (the *Statement*).
- 4 Other actions in this paper include development of:
 - 4.1 a set of Principles for Effective Engagement with citizens and communities, and a quick reference guide on how to implement the principles;
 - 4.2 clarified guidance in the *CabGuide* about consulting community organisations;
 - 4.3 an assessment of how existing work to improve and measure government performance can include government agencies' community relationships;
 - 4.4 seminars on good practice in community engagement in a range of locations;
 - 4.5 a Code of Funding Practice to assist implementation of good funding practice;
 - 4.6 information for community organisations on the Ombudsmen's role in dispute resolution; and
 - 4.7 methods to ensure government consultations are registered on <http://newzealand.govt.nz/participate/have-your-say/>.
- 5 The Chief Executive of the Ministry of Social Development will spearhead a chief executives' forum to ensure high-level leadership on practical actions that address persistent issues in the community-government relationship.

- 6 The ANGOA proposal for a Treaty of Waitangi Commission has been referred to the Prime Minister, and Ministers of Justice and Māori Affairs for consideration.

Background

- 7 This paper seeks to advance Community and Voluntary Sector portfolio outcomes of “a trusting community-government relationship” and “empowered communities”. Strong community-government relationships, and effective community engagement, can enhance community capacity to address issues, strengthen trust in government, improve government transparency, and create better informed and more sustainable policies.
- 8 On 11 May 2009, Cabinet noted that I would provide a paper to Cabinet Social Policy Committee in response to the ANGOA and BBGE reports [SOC Min (09) 9/5 refers] and that I would seek advice on a national Community-Government Forum in November 2009.
- 9 While both reports acknowledge examples of good practice by government agencies, they also outline a range of cross-cutting concerns. I am seeking a whole-of-government response to these concerns. The proposed actions will complement my recent initiatives to strengthen government agency collaboration in relation to whānau services through work by the Whānau Ora Taskforce, and to strengthen local community networks through the Community Sector Taskforce.
- 10 New Zealand's community and voluntary sector comprises 97,000 non-profit organisations and contributes 4.9% to our Gross Domestic Product. Strong government relations with this sector are vital. ANGOA, an umbrella agency for non-government organisations, was funded by my predecessor to assess government's responsiveness to the *Statement* (Appendix A). ANGOA's June 2009 report outlines such issues as poor contracting practices, insufficient sector impact on government policy development, and poor government understanding of the sector. The report suggests that:
- “there was, and remains, a serious legacy of limited capacity to recognise, manage and advance the trust needed to underpin relationships...” (p.15)
- 11 The BBGE reference group, established by the Office for the Community and Voluntary Sector (OCVS), focuses on government engagement with citizens and communities. Its report responds to issues such as poor consultation processes, limited knowledge of engagement methods, and insufficient respect for community knowledge. The core problem is described as:
- “Central government agencies are not yet sufficiently committed to, and skilled at, collaborating with citizens and community organisations in order to jointly tackle societal problems.”(p.3)
- 12 ANGOA has sent its report to all Members of Parliament, and I have circulated the BBGE report to all Ministers. Further copies are available from my Office.

Comment

- 13 Appendix B groups recommendations from both reports and includes a summarised

response to each theme. Priority areas for action are discussed below. I propose that progress on these key actions be reported to Cabinet in November 2010.

The Government's commitment

- 14 To send a clear signal to the community and voluntary sector that Government takes its concerns seriously, I am hosting a national Community-Government Forum in November 2009 in Wellington. The Forum will focus on Government's response to the ANGOA and BBGE reports. Community organisations from different localities and sub-sectors, and diverse cultural perspectives, will be invited to attend. Ministers and government agency representatives will also be invited.
- 15 In particular, I wish to focus on refreshing the *Statement*. The *Statement* expressed the Government's position in 2001, and was signed by the then Prime Minister and Minister Responsible for the Community and Voluntary Sector. ANGOA believes the sector is now ready for a joint approach. I favour the development of a Relationship Agreement in partnership with the community and voluntary sector. This would articulate a vision for working together, and respective roles and responsibilities. In articulating commitments from both sides, it would need to be clear that government must operate within existing budget parameters.
- 16 I propose that the core themes for a Relationship Agreement, and a process for completing the document, be discussed at the Forum. In order to gain support from the full breadth of the sector, post-Forum discussion could take place online. Additional face-to-face meetings may be required in different localities.
- 17 Alongside this work, I propose that the OCVS develop a set of Principles for Effective Engagement, as proposed by the BBGE report. This could draw on overseas examples like the ten OECD *Guiding Principles for Open and Inclusive Policy Making*¹. The principles would balance the value of inclusive and collaborative practices with the need for efficiency where issues have already been well canvassed. The scope would be citizen and community engagement in its widest sense, rather than focusing exclusively on community and voluntary sector relations. Development would be through focus groups and online consultation.
- 18 Cabinet endorsement would be sought for the Relationship Agreement and Principles for Effective Engagement to ensure government agencies recognise the Government's commitment.
- 19 I also note the BBGE proposal that the *CabGuide* instructions be reviewed. The *CabGuide* is unclear about whether or how community and voluntary organisations can be consulted on Cabinet papers. I propose that the OCVS and Cabinet Office look at ways to clarify the guidance in the *CabGuide*.

Championing this work across government agencies

- 20 The ANGOA and BBGE reports seek assurances that work to address their key concerns will be strongly championed at the government agency level. To ensure leadership on a whole-of-government response, the Chief Executive of the Ministry

¹ <http://www.oecd.org/dataoecd/20/3/42658029.pdf>

of Social Development will convene a chief executives' forum, to meet several times yearly. The forum will focus on practical actions to address persistent issues, particularly around funding processes and community input to policy.

Monitoring and/or evaluation of government agency responsiveness

- 21 A persistent message from community and voluntary organisations is that government agencies should identify goals for addressing community and voluntary sector concerns (particularly around funding processes and policy engagement) and should report annually on progress. We also need periodic evaluation of progress across the whole of government. Determining how to do this without adding extra compliance costs requires further consideration. This work could dovetail with existing government initiatives including:
- 21.1 State Services Commission-led work to implement measurement tools such as the Kiwis Count survey and the Common Measurement Tool;
 - 21.2 departmental responses to the Auditor-General's concerns about non-financial reporting;
 - 21.3 piloting by Treasury and State Services Commission of a performance improvement framework which aims to highlight areas of strength, areas for performance improvement, and ways to improve;
 - 21.4 requirements on agencies to provide Performance Improvement Actions as part of providing "smarter services for less";
 - 21.5 Te Puni Kōkiri-led work on Crown-Māori Relationship Instruments; and
 - 21.6 OCVS/Department of Internal Affairs work to identify outcome measures for the Community and Voluntary Sector portfolio.
- 22 I propose that the OCVS, assisted by the State Services Commission and Te Puni Kōkiri, and in consultation with the Treasury and the Office of the Auditor-General, investigate ways to include government agency community relationships and engagement in wider work to improve and measure government performance. Their proposals could be reported to the chief executives' forum (see paragraph 20 above).

Public service capability

- 23 The ANGOA and BBGE reports wish to see greater understanding of, and respect for, the community and voluntary sector, and a more collaborative approach to involving external parties in policy-making. A range of actions has been proposed to build public sector capability. During 2009/2010 and 2010/2011, I will give priority within my portfolio to:
- 23.1 developing a quick reference guide outlining organisational processes that can improve community engagement, to supplement details available on the OCVS website www.goodpracticeparticipate.govt.nz;
 - 23.2 completing OCVS-led work on a draft guide to employee volunteering that will assist government agencies to support staff gaining community experience while avoiding any conflict of interest;

23.3 developing short presentations for government agency induction programmes on building stakeholder networks and effective community engagement; and

23.4 extending OCVS seminars on good practice in community engagement to centres outside Wellington. This will be undertaken through partnering arrangements with government and community organisations in local areas. Te Puni Kōkiri, Ministry of Pacific Island Affairs, the Office for Ethnic Affairs, and Office for Disability Issues have indicated that they will collaborate with the OCVS to provide seminars on approaches to, and examples of, effective engagement.

Government funding processes

- 24 I am concerned that many community groups continue to find government funding processes onerous. I have directed the OCVS to develop and consult on a Code of Funding Practice to provide practical guidance on implementing existing Treasury and Office of the Auditor-General guidelines around funding and procurement². The work will be undertaken in conjunction with a Funding and Accountability Interest Group comprising members from government and the community and voluntary sector, and will be completed by November 2010.
- 25 The Ministry of Social Development and social service organisations have learned a great deal about improving contracting practice, including the development of shared outcomes, making outcomes central to contracts, improvements to service costing models, and accountability based on results.
- 26 ANGOA cites the Ministry of Social Development's Pathway to Partnership project as a model of good collaboration in addressing funding concerns. The current Minister for Social Development and Employment has worked with social services' representatives to redirect some Pathway to Partnership funding over the next two years to a Community Response Fund. This will address recession-related critical funding and demand pressures for community-based social services. The Minister announced in May 2009 that she will work with the social services sector to reshape the model for funding community-based social services in the longer term.
- 27 I have agreed that the Department of Internal Affairs will review the funding model for the administration of its Crown grant funds, to ensure the potential of the funding is maximised for communities, whānau, hapū and iwi Māori.

Resolving disputes

- 28 ANGOA's report suggests that a disputes resolution service be established to address conflicts between community and voluntary organisations and government agencies, particularly regarding contracting processes. Complaints about a government agency's administrative conduct can already be investigated by the Office of the Ombudsmen, once efforts have been made to resolve the dispute through the government agency's internal complaints review procedures. The Office of the Ombudsmen has commenced discussions with ANGOA about promoting its services to the community and voluntary sector by December 2009.

²<http://www.treasury.govt.nz/publications/guidance/finmamnt-reporting/ngo>;
<http://www.oag.govt.nz/2006/funding-ngos/>

On-line engagement

- 29 Online tools are an economical way of reaching wide numbers of people (including rural communities), and enable greater government openness and transparency. The BBGE report comments that the State Services Commission has, in recent years, provided valuable guidance on online engagement and that this is under review. I note that the State Services Commission will determine appropriate arrangements for future work on building government and community knowledge of online participation processes during 2009/2010.
- 30 The BBGE report notes that <http://newzealand.govt.nz> has an under-used section where government agencies can log their consultations. Greater use of this would give the public better access to information and encourage opportunities for co-ordination of government engagement processes (potentially reducing community organisations' "consultation fatigue"). In the future, the site could be used by government agencies for online forums to discuss policy issues, which would save duplication of expenditure on establishing individual mechanisms. The Department of Internal Affairs has recently taken over responsibility for the site and will promote the public consultations function to government agencies, including through the chief executives' forum led by the Ministry of Social Development's Chief Executive (paragraph 20 above).

Treaty of Waitangi Commission

- 31 ANGOA has asked the Government to reconsider a 2001 recommendation that a Treaty of Waitangi Commission be established to "advise on unresolved Treaty-related issues and, in particular, ways of enabling Māori to determine their own path, and work through any associated constitutional issues" (Community and Voluntary Sector Working Party, 2001). The Government of the time did not progress the proposal. This work is beyond the scope of my Ministerial portfolio. I have asked the Prime Minister, and Ministers of Justice and Māori Affairs to consider an appropriate response to the proposal.

Community and voluntary sector research

- 32 Responding to the ANGOA request for support of research on, and by, the community and voluntary sector, the OCVS has provided \$25,000 for one year to the Tangata Whenua, Community and Voluntary Sector Research Centre. The Centre, established with funding from the Department of Internal Affairs' Community Partnerships Fund, will be seeking ongoing funding from philanthropic sources. The Centre has an online library of community research. It plans to match researchers to community research topics, and develop a quarterly survey on community and voluntary sector issues (such as strains on funding during the economic downturn).
- 33 ANGOA also asks that collection of statistics on non-profit organisations be continued by Statistics New Zealand with community and voluntary sector input. Statistics New Zealand confirms it is committed to a second Non-profit Institutions

Satellite Account by 2012, and will convene an advisory group including community and academic experts to provide technical advice on this.

- 34 Further, with the completion of processes to register charities under the Charities Act 2005, the Charities Register now provides an accurate database of charitable entities. The Commission will be releasing information based on the register, that will build greater understanding of charities and contribute to the second Non-profit Institutions Satellite Account.

Publicity

- 35 All the initiatives in this paper will require communications strategies to reach diverse audiences. Progress will be overviewed by the OCVS and reported to the community and voluntary sector in its quarterly e-news, as well as through other agencies' networks. I propose to make this Cabinet paper available on the OCVS website following consideration by Cabinet.

Consultation

- 36 Government agencies consulted: Charities Commission, Child Youth and Family, Conservation, Corrections, Culture and Heritage, Disability Issues, Education, Environment, Ethnic Affairs, Health, Housing New Zealand Corporation, Internal Affairs, Justice, New Zealand Aid, Ombudsmen, Pacific Island Affairs, Prime Minister and Cabinet, Senior Citizens, Social Development, State Services Commission, Statistics New Zealand, Te Puni Kōkiri, Treasury, Women's Affairs, and Youth Development. The Office for the Auditor-General has viewed the paper. Government agencies informed: Economic Development, Families Commission, Inland Revenue, Labour, Tertiary Education Commission, and Transport.

Financial implications

- 37 The priorities outlined above will be undertaken within baselines.

Human rights implications

- 38 Proposals are consistent with the New Zealand Bill of Rights Act 1990 and Human Rights Act 1993.

Gender and disability implications

- 39 The proposals include recognition that government agencies should support participation in ways that are inclusive of diverse population groups. In accordance with New Zealand's commitments under the United Nations' Convention on the Rights of People with Disabilities, the Office for Disability Issues will report to the Minister for Disability Issues later in 2009 on practical options to ensure disabled people are effectively involved in public policy development and decision-making.

Legislative implications and regulatory impact analysis

- 40 There are no legislative or regulatory impacts.

Recommendations

41 It is recommended that the Committee:

- 1 **note** the importance of strong community-government relationships and effective community engagement in achieving government goals;
- 2 **agree** that the national Community-Government Forum in November 2009 discuss development of a Relationship Agreement to replace the 2001 *Statement of Government Intentions for an Improved Community-Government Relationship*;
- 3 **note** that the Chief Executive of the Ministry of Social Development will convene a regular chief executives' forum to ensure high-level leadership on practical actions to address persistent issues in the community-government relationship;
- 4 **agree** that the Office for the Community and Voluntary Sector, assisted by the State Services Commission and Te Puni Kōkiri, and in consultation with the Treasury and Office of the Auditor-General, assess how community relationships can be included in wider work around improving and measuring government performance by 30 November 2010;
- 5 **agree** that the Office for the Community and Voluntary Sector and Cabinet Office work together to clarify guidance in the *CabGuide* regarding consultation with community and voluntary organisations;
- 6 **note** that during 2009/2010 and 2010/2011 the Office for the Community and Voluntary Sector will work with government agencies and the community and voluntary sector to develop:
 - 6.1 a set of Principles for Effective Engagement with citizens and communities;
 - 6.2 a quick reference guide for government agencies on organisational processes that can support implementation of the principles;
 - 6.3 seminars on good practice in engagement in a range of locations, including collaboration with Te Puni Kōkiri, Ministry of Pacific Island Affairs, Office for Ethnic Affairs, and the Office for Disability Issues;
 - 6.4 a guide to employee volunteering that will help government agencies to support staff in gaining community experience;
 - 6.5 a Code of Funding Practice to assist implementation of good funding practice;
- 7 **note** that the Ombudsmen's Office will work with the Association of Non-Government Organisations of Aotearoa to promote the role and services of the Ombudsmen across the community and voluntary sector by December 2009;
- 8 **note** that the State Services Commission is reviewing appropriate arrangements for building knowledge of online participation processes during 2009/2010;

- 9 **note** that the Department of Internal Affairs will promote the public consultations function of <http://newzealand.govt.nz> to government agencies;
- 10 **note** that I have referred consideration of a possible Treaty of Waitangi Commission to the Prime Minister, and Ministers of Justice and Māori Affairs for consideration;
- 11 **note** that Statistics New Zealand will convene an advisory group including community and voluntary sector experts to provide technical advice on the second Non-profit Institutions Satellite Account by 2012;
- 12 **invite** the Minister for the Community and Voluntary Sector to report back to Cabinet by 30 November 2010 on progress made in addressing recommendations 2-10 in this paper, and to seek endorsement of:
 - 12.1 a community-government Relationship Agreement (recommendation 2);
 - 12.2 Principles for Effective Engagement with citizens and communities (recommendation 6.1); and
- 13 **agree** that this Cabinet paper be made publicly available on the Office for the Community and Voluntary Sector website following consideration by Cabinet.

Tariana Turia.

Hon Tariana Turia
Minister for the Community and Voluntary Sector

19 August 2009

Appendix A: Statement of Government Intentions for an Improved Community–Government Relationship

December 2001

Vision

- Strong and respectful relationships between government and community, voluntary and iwi / Māori organisations.
- Government recognises that community, voluntary and iwi/Māori organisations play a unique and vital role in New Zealand society.
- An independent and vibrant community sector is essential to a healthy civil society. Government and the community sector depend on each other to achieve shared goals of social participation, social equity and strengthened communities.
- The Community and Voluntary Sector Working Party delivered a strong message that government relationships with the community sector need to improve if these goals are to be realised.
- Government will be an active partner in building a relationship based on honesty, trust and integrity / *tika* and *pono*; compassion and caring / *aroha* and *manaakitanga*; and recognition of diversity.

Principles

Government is committed to developing relationships with community, voluntary and iwi/Māori organisations that:

- enable mutual interests to be achieved through co-operation
- respect the independence of community, voluntary and iwi/Māori organisations
- recognise and respect the principles of the Treaty of Waitangi
- demonstrate effective two way communication
- involve leadership within the community sector and from government ministers
- acknowledge and support the positive role played by umbrella, national and strategic collective bodies
- embrace innovation and creativity
- respect and recognise cultural diversity
- are founded on public accountability and appropriately flexible good practice.

Government commitments

- **Culture of government**

Government expects public servants to treat all New Zealanders with dignity and respect. This requires leadership from public service chief executives and senior managers to ensure that all staff have a good understanding of the values, governance arrangements and working realities of the community, voluntary and iwi/Māori organisations with whom they interact.

- **“Whole of government” approach**

Government recognises that community, voluntary and iwi/Māori organisations interact across the range of government ministries and departments. Government agencies will give priority to working together, breaking down 'silos' and establishing co-ordinated, inter-sectoral policies and programmes.

- **Treaty of Waitangi**

Government expects its departments and ministries to recognise and apply the principles of the Treaty of Waitangi. Public servants need to be well informed about, and responsive to, Treaty matters. Government agencies will continue to develop and improve public servants' understanding of the principles of the Treaty of Waitangi, its relevance to the agency in which they work and its application to their own roles.

- **Participation in decision-making**

Government values the contribution of community, voluntary and iwi/Māori organisations to good policy making and delivery of effective services. Government agencies and the community sector will work together to develop and improve consultation processes through sharing good practice, guidelines, workshops and training.

- **Government funding to community organisations**

Government acknowledges the valuable contribution made by community, voluntary and iwi/Māori organisations to the achievement of shared social, cultural, environmental and economic goals. Government agencies will, together with the community sector, undertake a programme of work to address concerns about funding arrangements, effectiveness, compliance costs and related matters.

- **Strengthening the community sector**

New Zealand's social, cultural, environmental and economic wellbeing requires a healthy and strong community sector. Government will work alongside community, voluntary and iwi/Māori organisations to support and strengthen the community sector.

Implementation

Government is committed to creating a genuine partnership with community, voluntary and iwi/Māori organisations. Building strong and respectful relationships with the community sector will take time and will require hard work, reflection and active engagement.

Government sees a future where the state performs its role as a facilitator of a strong civil society based on respectful relationships between government and community, voluntary and iwi/Māori organisations.

APPENDIX B: RECOMMENDATIONS FROM GOOD INTENTIONS AND FROM TALK TO ACTION

Theme	ANGOA/BBGE recommendation	Proposed Government response
<p>1 Commitment from Government</p>	<p>ANGOA endorses the current <i>Statement of Government Intentions for an Improved Community-Government Relationship</i> and recommends:</p> <ul style="list-style-type: none"> a) that it move from being just "good intentions" to becoming "a formal basis for action and accountability and reflection of genuine partnership" (p.2) b) that a Prime Ministerial Forum be held to discuss strategic issues and engagement with the sector. <p>BBGE recommends:</p> <ul style="list-style-type: none"> c) Prime Ministerial endorsement for a set of principles for effective engagement d) Department of Prime Minister and Cabinet amend the <i>CabGuide</i> to provide more encouragement for inclusion of community voices in policy development. 	<ul style="list-style-type: none"> a) A Relationship Agreement will be offered as a replacement for the <i>Statement</i>. b) The Minister for the Community and Voluntary Sector will convene a national Community-Government Forum in November 2009. c) The Office for the Community and Voluntary Sector (OCVS) will develop a set of principles for effective engagement. d) The OCVS and Cabinet Office will consider ways to clarify guidelines on consulting community organisations when Cabinet papers are developed.
<p>2 Monitoring and/or evaluation of government agency responsiveness</p>	<p>ANGOA recommends that:</p> <ul style="list-style-type: none"> a) the OCVS, ANGOA and other national bodies collaborate to develop an evaluation process b) the OCVS manage an annual survey of government agencies c) Ministers fund a further review of government's relationship with the sector within three years. <p>BBGE recommends that:</p> <ul style="list-style-type: none"> d) the State Service Commission (SSC) develop accountability mechanisms for regular reporting by government agencies on how community relationships and effective engagement processes are supporting their outcomes e) the Office of the Auditor-General (OAG) undertake a rolling programme to evaluate progress by government agencies in effectively engaging citizens and communities in policy and service delivery decision-making. 	<ul style="list-style-type: none"> a), b), c), d), and e) <p>The OCVS, assisted by the SSC, Treasury, and OAG, will assess how community relationships can be included in wider work around improving and measuring government performance.</p> <p>The possibility of a further review of government progress in strengthening relationships will also be considered.</p>

<p>3 Government agency's commitment to culture change</p>	<p>ANGOA recommends that:</p> <ul style="list-style-type: none"> a) government agencies with significant sector relationships appoint senior executives as primary sector contacts. <p>BBGE recommends that:</p> <ul style="list-style-type: none"> b) the OCVS develop guidelines for government agencies on how to give effect to principles of good engagement, including through: <ul style="list-style-type: none"> • commitment to effective engagement within strategic planning documents • management styles that model inclusive and trusting relationships • identification of staff to act as engagement champions • project planning that builds in engagement in the early stages, takes into account different population groups' needs, and includes evaluation processes • recognition of engagement competencies in human resource policies. 	<ul style="list-style-type: none"> a) The concept of appointing or identifying champions will be included in the guide for government agencies proposed by the BBGE project. It could also be discussed at the forum for chief executives that the Chief Executive of the Ministry of Social Development plans to convene. b) OCVS will develop a quick reference guide on organisational processes that can support implementation of the engagement principles, to supplement further detail available on www.goodpracticeparticipate.govt.nz.
<p>4 Public service capability</p>	<p>BBGE recommends that the SSC and OCVS:</p> <ul style="list-style-type: none"> a) review the widely used "Lominger" skill competencies¹ to ensure sufficient emphasis is placed on engagement skills b) finalise the (currently draft) guide to employee volunteering within the public service c) explore the potential for a central hub for providing mentoring advice and guidance for government agencies on effective engagement and that the SSC: d) continues to provide guidance to government agencies on good practice in online engagement and that the OCVS: e) enhances the OCVS site www.goodpracticeparticipate.govt.nz 	<ul style="list-style-type: none"> a) Not a current priority. b) Employee volunteering guide will be finalised by November 2010. c) Not a current priority. d) The SSC will review appropriate arrangements for future work on building knowledge of online participation processes during 2009/2010. e) OCVS will continue to enhance www.goodpracticeparticipate.govt.nz.

¹ "Lominger" competencies outline measurable characteristics of a person related to success at work. It can be a skill, an attribute, or an attitude.

	<p>f) extends seminars on good practice in engagement to locations outside of Wellington</p> <p>g) approaches tertiary institutions to encourage development of locally designed training courses on community engagement</p> <p>h) develops short presentations for government agency induction programmes on building stakeholder networks and effective community engagement.</p>	<p>f) OCVS will extend seminar locations.</p> <p>g) Not a current priority.</p> <p>h) OCVS will develop short presentations for government agency induction programmes.</p>
<p>5 Government funding processes</p>	<p>ANGOA recommends that:</p> <p>a) government agencies further simplify the ways in which funding allocations are made, within the broader constraints of public sector obligations of accountability</p> <p>b) a range of vehicles like Pathway to Partnership should be adopted by government agencies to help "managing for outcomes" more effectively.</p>	<p>a) The OCVS will develop a Code of Funding and Practice in conjunction with a Funding and Accountability Interest Group.</p> <p>b) The Minister for Social Development and Employment is working with the social services sector to reshape the model for funding community-based social services in the longer term.</p> <p>c) The Department of Internal Affairs (DIA) will review its funding model for Crown grant funds, to maximise the potential of the funding for communities, whānau, hapū and iwi Māori.</p>
<p>6 Engagement with iwi/Māori</p>	<p>ANGOA recommends that:</p> <p>a) a Treaty of Waitangi Commission be established to address, through dialogue, the Crown-iwi relationship.</p> <p>BBGE recommends that Te Puni Kōkiri (TPK) develop:</p> <p>b) guidelines for government agency engagement with Māori</p> <p>c) good practice seminars on engagement with iwi/Māori</p> <p>d) a network for Māori engagement specialists located in government agencies.</p>	<p>a) The Commission concept has been referred to the Prime Minister, and Ministers of Justice and Māori Affairs.</p> <p>b) TPK will continue to support government agencies to develop their own guidelines.</p> <p>c) TPK will work with the OCVS to profile good practice engagement with Māori.</p> <p>d) Not a current priority.</p> <p>TPK will continue to overview emerging issues and broker solutions as part of the overall Crown-Māori relationship, and to support government agencies to engage with iwi, hapū and Māori organisations.</p>

<p>7 Engagement with diverse population groups</p>	<p>BBGE notes that:</p> <ul style="list-style-type: none"> a) government agencies should take an active role in ensuring they engage appropriately with diverse communities b) population-based ministries/offices have an important role in supporting the capacity of the public service to engage appropriately with diverse communities. <p>BBGE recommends that:</p> <ul style="list-style-type: none"> c) the Ministry of Pacific Island Affairs (MPIA) give presentations to other government agencies on its framework for engaging with Pacific communities. 	<ul style="list-style-type: none"> a) Agreed. b) Agreed. For instance, the Ministry of Youth Development's engagement network is a useful mechanism for seeking the involvement of young people in the policy process. c) MPIA, the Office for Ethnic Affairs, and Office for Disability Issues will collaborate with the OCVS to provide seminars on approaches to, and examples of, good engagement.
<p>8 Collaboration within government, and with local government</p>	<p>BBGE recommends that the DIA:</p> <ul style="list-style-type: none"> a) investigates mechanisms for promoting and populating the Consultations page at http://newzealand.govt.nz using "feeds" from government agency websites b) continues to provide tools and resources to support central government and local government collaboration and effective delivery of national goals and community priorities c) publishes online case studies of collaborative approaches to problem solving involving central and local government, iwi/Māori and communities. 	<p>The DIA will:</p> <ul style="list-style-type: none"> a) investigate mechanisms for promoting and populating the Consultations page at http://newzealand.govt.nz b),c) publish online case studies of collaborative central-local government approaches to problem solving.
<p>9 Community sector research</p>	<p>ANGOA recommends that:</p> <ul style="list-style-type: none"> a) an independent non-government agency be resourced to provide a sector-wide research and information service b) funding bodies recognise research into the community sector as being of significant merit c) Statistics New Zealand (SNZ) works with the sector to extend and update the Non-profit Institutions Satellite Account. 	<ul style="list-style-type: none"> a) The OCVS has funded the Tangata Whenua, Community and Voluntary Sector Research Centre \$25,000 for 2009/2010. b) The Centre will be able to promote the benefits of community research to research funders. c) SNZ will convene an advisory group including community and voluntary sector experts to advise on the second Non-profit Institutions Satellite Account by 2012.

<p>10 Community-led development</p>	<p>BBGE recommends that:</p> <p>a) the OCVS includes community organisation staff in seminars on good practice in engagement</p> <p>b) the DIA analyses, and provides case studies of, the government role in supporting successful projects that have been initiated, led and owned by communities.</p>	<p>a) OCVS has commenced inviting community organisations to seminars.</p> <p>b) Various government agencies support capability development with community organisations. DIA provides community development information and advice through publications and community advisors. As part of evaluations of DIA grant funding, DIA may undertake case studies of successful community initiatives.</p> <p>DIA will develop a set of principles to guide its policy, funding and operational approaches to working with communities, whānau, hapū and iwi Māori.</p>
<p>11 Resolving disputes</p>	<p>ANGOA recommends that:</p> <p>a) the OCVS should work with the sector and the Ombudsmen's Office to establish a disputes resolution service.</p>	<p>b) The Ombudsmen's Office will work with ANGOA to promote the role and services of the Ombudsmen across the community and voluntary sector. ANGOA has acknowledged that a separate service is not required.</p>
<p>12 OCVS role and championing of this work</p>	<p>ANGOA recommends that:</p> <p>a) a periodic review be carried out of the resources, location and effectiveness of the OCVS.</p> <p>BBGE recommends:</p> <p>b) strengthening of OCVS capacity to champion this work and undertake the proposed tasks</p> <p>c) that the OCVS establish an external "champion group" to support implementation of the report recommendations.</p>	<p>a) b) The Chief Executive of the Ministry of Social Development will convene a regular forum with other chief executives to champion work to strengthen community relationships. Recommendations that the OCVS be reviewed will be revisited in six months time.</p> <p>c) The OCVS will continue to seek the advice of external parties as this work progresses.</p>

