

Community consultation

Understanding opportunities for success -
engagement with communities in the ECCT
region

April 2017



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“The complexity of the problems we’re dealing with requires drawing upon the wisdom and experience of multiple sectors and disciplines...”

(Center for Effective Philanthropy, 2016)¹

¹ CEP, Buteau, Ellie, Naomi Orensten and Charis Loh, 2016, CEO Reflections on the Future of Foundation Philanthropy: The CEO Perspective, Center for Effective Philanthropy, see <http://edfund.org/resources/research-from-the-field/the-future-of-foundation-philanthropy-the-ceo-perspective>

1. Executive summary

In April 2017, four community meetings were convened by the Eastern and Central Community Trust in communities across its region. These meetings were facilitated by the Centre for Social Impact and provided opportunities for the Trust to understand the challenges, strengths and aspirations of the communities it serves.

The executive summary sets out the common themes and ideas that emerged across the meetings. The individual summaries included in each meeting report highlight the feedback that was specific to the community in which that meeting was held.

1.1 Aspirations - stronger, more sustainable communities

Understanding the community's collective vision can help direct ECCT to be more responsive to its communities and to support community-identified priorities. As surfaced in the *'Literature Review: Effective Philanthropy to Strengthen Communities'*², effective philanthropy strategy should be driven by:

- A clear understanding of a community/region's context and priorities;
- Feedback from communities and grantees; and,
- An understanding of sector readiness and capacity (as defined by the sector itself).

The community consultation was therefore targeted to support ECCT strengthen its understand of the aspirations of its communities; exploring what communities would look, sound and feel like by the year 2030 if their collective strategies for success worked as hoped. Key themes from the consultation are summarised below, and provide ECCT with:

- A more tangible and locally responsive definition of the characteristics of stronger, more sustainable communities; and,
- A collective vision for change and priority outcomes for ECCT's regional context.

What would stronger communities look like?

A stronger, more sustainable community would:

- Be **inclusive**, caring and equitable - with strong values and manaakitanga
- Be places of **belonging and connectedness** – across generations, through relationships and whanaungatanga
- Be **empowered**, with strong local leadership and greater community agency
- Have a **shared vision** for success
- Be engaged and **participating**
- Be resilient and self-determined, with **local solutions** and communities driving change for themselves
- Have a passionate, purposeful and **collaborative community sector** that optimises resources
- Be **enterprising** and self-sufficient

² Developed by the Centre for Social Impact (2017) as part of ECCT's on-going strategic review of its funding approach.

1.2 *Strengths and strategies – what works?*

Across the four community consultations, key community strengths and proven strategies for success were explored, and are summarised below. ECCT has the potential to achieve greater impact by building on existing strengths/momentum, and working in ways that align with sector-readiness.

The strategies for success provide ECCT with key principles that can be used to guide and inform future funding prioritisation. Where initiatives can align with these principles of good practice, the overall potential for impact would be strong.

What are the current key strengths in our region?

- **Partnerships** - networking, collaboration, relationships and whanaungatanga
- **Community-driven ways of working** – responding to local needs, filling gaps, developing local solutions to local issues that are mana-enhancing
- **Encouraging community participation** and **connectedness**, particularly through community events and local hubs
- **Longevity, visibility and presence** – organisations building trust, ‘sticking with it’ and acting as pillars of support to the community
- **Providing holistic support** - with a focus on early intervention
- A strong commitment towards **‘growing’ children and young people** that are healthy, happy and successful
- **Engaging volunteers** to leverage greater impact

What strategies work best to strengthen communities?

- **Identifying needs** and responding to them with a **clear, shared vision**
- Using **evidence to inform practice**, and working with community to **co-design solutions** and gain buy-in
- **People, people, people** – the right leaders, the skills, passion and energy and engaged volunteers, and investing in their development
- **Collaboration** – working together to share skills, optimise resource and **scale impact**
- **Being flexible** – adapting as needs changed (**evaluation and learning** is key)
- **Building relationships** that are **long-term** and consistent
- **Removing barriers** to access and participation, such as cost, transport and social isolation
- Working in strengths-based ways that **empower whānau and communities** to be self-reliant and resilient
- **Being creative** and **taking risks** to achieve better outcomes
- **Sharing success**

1.3 *Priorities – key issues and approaches*

Across the consultation meetings, strong themes emerged about the priority issues that ECCT might consider addressing, and the ways of working (funding principles and approaches) that are most required to enable the positive change envisioned by community stakeholders.

The priorities are summarised below and provide a useful guide for supporting ECCT to consider key gaps and challenges. ECCT might consider these identified priorities, alongside other evidence of community needs,³ to inform more targeted and regionally responsive giving. Identifying a ‘unique positioning’ in this way can support increased depth of impact over time.⁴

Key priority ways of working/funding are also summarised below. These were identified directly by the community and include philanthropic practices that best reflect the community’s strategies for success/impact.

What priority issues should ECCT consider?

- **Opportunities for young people** through training, enhanced educational outcomes, access/pathways to employment, supportive role models and strengthened cultural identity
- **Outcomes for children** through connected learning environments, education and enhanced whānau wellbeing
- **Regional economic development and prosperity** through strengthening pathways to training and employment, encouraging innovation and developing community enterprise
- **Improved health and wellbeing** through increased access to front-line services, more connected rural communities, support for older people, an early intervention approach and whole-of-community responses
- **New housing solutions** that make secure, warm and affordable homes more accessible
- **Healthy environments**, with cleaner waterways and sustainable practices such as community gardens

³ Refer to the ‘Community Profile’ and ‘Evidence Review’ documents developed by the Centre for Social Impact as part of this strategic review project.

⁴ Refer to the principles of effective philanthropy in the ‘Evidence Review’ document developed by the Centre for Social Impact as part of this strategic review project.

What investment principles/approaches should ECCT prioritise?

The following approaches were viewed as key enablers to the vision of stronger, more sustainable communities:

- **Understand needs and enable community aspirations:**
 - *Invest using an evidence and needs-based approach*
 - *Prioritise community-developed solutions*
 - *Prioritise community-led initiatives*
 - *Engage more effectively with Māori groups*
- **Enable and prioritise collaboration:**
 - *Invest in collaboration development/processes*
 - *Identify/enable collaboration 'hubs'*
 - *Prioritise initiatives that are collaborative and provide opportunities to scale impact*
 - *Play a non-financial role in supporting sector connectedness e.g. convening, networking and connecting*
- **Invest to support sector capability and organisational capacity, with a focus on:**
 - *Volunteer development*
 - *Supporting financial sustainability, including social enterprise*
 - *Supporting resource and knowledge sharing*
- **Offer a range of funding opportunities, including funding that:**
 - *Support a broad range of activities (participation and access or 'social glue')*
 - *Offers longer-term support for issues that require a longer-term solution, for 'as long as it takes'*
 - *Enables communities to work in ways that require flexibility and innovation – be bold and take risks*
 - *Support scaling when there is evidence of success*
 - *Partnership funding – including partnerships with grantees and co-funding approaches*
- **Allocate resources to respond to deprivation and prioritise need**

The stakeholder interviews offered a more in-depth opportunity to understand how community view ECCT's key role. The themes that emerged mirror many of the 'priority approaches' discussed above:

- Facilitate or enable new initiatives
- Support community development for social impact
- Encourage collaboration
- Support capacity development of community organisations

2. *Introduction*

The Eastern and Central Community Trust (ECCT) is undertaking research to inform a strategic review of its funding strategy and approach, in order to identify possible options to strengthen its impact in the region - towards its vision:

‘To help build stronger, more sustainable communities’

ECCT has used this process as a catalyst to commence more frequent and purposeful engagement with the communities and organisations across its region. Such engagement provides opportunities for ECCT to improve its understanding of the community’s needs, challenges, strengths and aspirations, so that as a Trust it can consider how best to contribute towards and enable positive impact.

This report documents the feedback from consultation meetings/hui held in the Eastern and Central region in April 2017. Four meetings were convened by ECCT and facilitated by the Centre for Social Impact (CSI), a support partner of ECCT. The consultations were held in Waipawa (Central Hawke’s Bay), Palmerston North (Manawatū), Carterton (Wairarapa) and Gisborne (Te Tai Rāwhiti/East Coast). To ensure that key gaps were addressed (in terms of key sectors, stakeholders or regional locations), a series of telephone interviews were also carried out.

The purpose of the meetings and interviews was to consult with stakeholders about investment priorities in relation to ECCT’s vision – ‘to help build stronger, more sustainable communities’.

3. Methodology

“The greatest influence that [trusts and] foundations can have is around convening the right people... this role has a currency as great as the dollars we invest.”

(Center for Effective Philanthropy, 2016)

Design

The structure and focus of the community meetings was designed by the Centre for Social Impact, in consultation with a working group of staff and trustees from ECCT. The locations for these meetings were chosen by ECCT, acknowledging the limited time available and the Trust’s commitment to consult with other communities across the region in the near future.

A number of stakeholder telephone interviews were also completed to capture views from key sectors/communities that were not represented at these meetings. A summary of their feedback has been included as an Appendix to this report, and key themes have been woven into the executive summary.

Process

The meetings were opened by Jonathan Bell, CEO of ECCT, who outlined the journey of development that ECCT is currently on, and the importance of listening to communities to inform that journey. The CSI facilitators were introduced, before the consultation activities commenced.

The consultation process was as follows:

1. Introductions – what is working well in your community?

All participants introduced themselves and their organisation, and identified one thing that they felt was working well in their community.

2. Success, evidence and strategies

In groups, participants described an example of success from their community. This could be an event, initiative or positive feature of their neighbourhood, organisation or other ‘community’. Participants were asked to consider the evidence that showed this initiative had been successful, and further consider the **critical** strategies that had contributed to its success. Each group completed 2 – 3 examples and then shared back to the wider group.

3. Formula for success

In small groups, participants were invited to explore the strategies for success that had been collectively identified across the wider group. They were asked to distill these strategies into a ‘formula for success’ – key characteristics that, when present in an initiative, would likely ensure success. The groups presented back on their formula for success, and the facilitators explored key themes.

4. Vision 2030

Participants were sorted into different groups based on the four elements of the Tetramap⁵ framework – earth, air, water and fire. In their elemental groups, participants were asked to explore their vision for the year 2030 – *what would success look like? What would have changed?* The Tetramap groups supported participants to explore their vision for success through a shared lens with their ‘elemental peers’. The groups reported back and key visioning ideas were graphed.



5. Issues and solutions

Continuing in their groups, participants were asked to consider the key issues in their community that are challenging this vision for success. For each issues, the groups were tasked with identify possible solutions. The facilitators were clear to acknowledge that these issues may be long-standing and complex and that the solution-finding exercise was not intended to diminish these issues; but rather to consider new possibilities, highlight existing good practice that might be gaining traction, and identify possible priorities for future funding. The groups reported back on this issues and solutions to the wider group. Typically, the issues identified by each group were reflective of the sectors represented at each meeting.

6. Priorities for investment

In their small groups, participants were asked to consider all of the success stories, strategies for success, future visions, key issues and potential solutions, and arrive at their top three priorities for investment. Each group’s top three priorities were combined into a list (typically of 10-12 priorities). Every participant was then given five sticky dots that each ‘represented’ \$1million for investment. They were asked to

⁵ See <http://www.tetramap.com>

‘spend’ their investment dollars on their priorities for investment. At the end of this process, the priorities were re-ordered to identify the group’s collective priorities.

7. Conclusion

The meetings were closed with a reflective process, where participants were asked to consider four things as a result of the day’s process: “How I feel is....”; “One thing I can do is....”; “What I’m clear about is....”; and “What I envision is...”. The meeting was closed by Jonathan Bell, who thanked participants for their time, wisdom and contribution to ECCT’s strategic journey of development.

Attendees

Invitations were sent out to a broad range of people and organisations working in the social services, and related sectors, such as health, education, local government, and sport and recreation. The attendees represented a cross-section of the region’s community sector. The attendees from ECCT and CSI were as follows:

Central Hawke’s Bay - Waipawa

- ECCT Trustees: Anna Hansen, Caren Rangi
- ECCT Staff: Jonathan Bell, Rose Artemiev
- CSI Facilitators: Kataraina Pipi, Sonia Yoshioka Braid

Manawatū - Palmerston North

- ECCT Trustees: David Lea, Bryan Guy, Dame Margaret Millard, Shelly Mitchell-Jenkins
- ECCT Staff: Jonathan Bell, Neil Attapattu
- CSI Facilitators: Kate Cherrington, Kat Dawnier, Sonia Yoshioka Braid

Wairarapa - Carterton

- ECCT Trustees: David Lea, Ron Garrod, Stephen Kerr
- ECCT Staff: Jonathan Bell, Neil Attapattu
- CSI Facilitators: Kate Cherrington, Kat Dawnier, Sonia Yoshioka Braid

East Coast - Gisborne

- ECCT Trustees: Robyn Rauna
- ECCT Staff: Jonathan Bell, Rose Artemiev
- CSI Facilitators: Kataraina Pipi (supported by graphic artist Ngatoia Skipper-Whaanga), Kate Cherrington, Kat Dawnier, Sonia Yoshioka Braid

Additional notes on methodology

- While all community meetings covered the key questions, the process evolved, and there were some small variations to allow for the size and nature of the groups, and the venue
- Some participants who were unable to attend submitted requests to be involved in future consultations
- The consultations were held over the weeks of 3rd April and 10th April. The weather caused by Cyclone Debbie may have affected the ability of some participants to attend
- Some of the participants needed to leave at 3pm due to childcare commitments (particularly in Carterton). The time of future meetings should be re-considered on this basis
- The ECCT and CSI consultation team undertook a debrief focusing on:
 - What had worked well (*the content and process, overall number of participants, overall engagement opportunity appreciated by participants, opportunity to share workshop tools with participants to use in their own communities/processes*)
 - What could be improved in future next consultations (*the timeslot didn't work as well as it could for parents/volunteers, overlap with other community consultations events, some key sectors/groups missing*)
 - What were the key themes and take-outs (*explored in the executive summary*)

4. Central Hawke's Bay consultation report - Waipawa



Summary

The Central Hawke's Bay community consultation meeting was held on 4 April 2017 in Waipawa, and was attended by 27 participants. A summary of key themes is presented below, with full notes on subsequent pages.

Community strengths:

Stakeholders from the Central Hawke's Bay community identified **collaboration** as a key strength, with communities sharing resources and ideas.

Using an integrated approach works well and is a key strength – **holistic support** that meets a range of needs in the community.

Stakeholders were able to give tangible examples of success, such as creating pathways into work and the delivery of successful events/initiatives that were able to increase **community participation** by engaging a cross section of the community.

Community aspirations:

Key aspirations for the long-term success of the Central Hawke's Bay community included:

- **Inclusion and belonging.**
- **Communities with self-belief and ownership of positive change.**
- **Intergenerational connectedness.**
- **Values-driven education.**
- **Training opportunities and pathways to employment.**

Other important aspirations across the group included healthy communities, diverse community role models and economic prosperity.

Success strategies:

The Central Hawke's Bay community identified a range of positive solutions and strategies for success, which centred around:

- Leveraging the skills of the **right people/leaders**
- Supporting increased reach and effectiveness by **engaging, training and valuing volunteers**
- Working in **collaboration** to increase impact
- **Removing key barriers to access** – such as transport, cost and feelings of isolation
- Developing solutions that are **locally-responsive**, locally-led and encourage **ownership, belonging, inclusion and equity**
- Utilising **education** – in schools and in communities – to change attitudes, support skills development and **share success**.

Priorities for investment:

Investment approach: Stakeholders identified the following top three priorities in relation to investment approach:

1. **Invest with an understanding of community needs and aspirations**
2. **Support and enable collaboration**
3. **Support community planning and community-developed solutions**

Priority issues: The Waipawa stakeholders identified the following top three priorities in relation to issues that require support:

1. **Organisational sustainability** – supporting organising to be strong, connected and sustainable
2. **Education and pathways to employment**
3. **Support access to facilities and services** – including transport

What's working well in our community?

Things that are working

<i>Themes</i>	<i>Examples</i>
Collaboration	Cooperation; working together; networking and collaboration; sharing resources; connecting people and ideas
Supporting positive outcomes for people	Changing attitudes and behaviour; providing new experiences; guiding people – helping to nurture and support them so that they can flourish
Integration and awareness	Awareness of opportunities and choices; using an integrated approach to delivering services/projects
Supporting young people	Growing our youth; education in alternative settings
Community projects	Carpentry course; inter-road netball and social bowls

Evidence of success

<i>Themes</i>	<i>Examples</i>
Participation outputs	Enrolments in programmes; new members; younger participants in events/programmes
Recorded outcomes	People placed into work and apprenticeship placements

Our community's formula for success

Strategies for success

<i>Themes</i>	<i>Examples</i>
Right people/organisations	Tutors with an effective style
Wraparound support	Programmes addressing multiple needs
Communication	Advertising
Local and accessible	Access, fee free, open to all ages

Formula for success

	<i>Formula for success</i>
Formula 1	Local + Inclusive + Access + Food = Success
Formula 2	Food + Icebreaker + Communication + Clear goals & outcomes + Collaboration = Success
Formula 3	Right people + Clear vision & communication + Measures + Access and inclusion + Timings = Success
Final collective formula	<i>Right people + Collaboration + Flexibility + Access = Success</i>

Vision 2030

<i>Themes</i>	<i>Success looks like...</i>
Education and learning	Learning is valued; literacy is increased; communities where everyone values opportunities for learning; development of key skills
Participation and access	Families participating (cost and access factors are managed); facilities and resources are being used; access is not a barrier; access to information on what's available
Healthy communities	Drug free; healthy people
Inclusion, equity and a sense of belonging	Greater equity and equality – ownership, belonging; everyone feeling included – youth, disabled, children and the elderly; a greater sense of belonging; no labels and everyone feels OK; ability to access support without stigma
Caring communities	Communities caring for their people; communities where people know each others' names; a community where every adult recognises responsibility for every child - regardless of their relationship; communities acting like a village
Ownership, community-led	A strong sense of ownership in communities; communities creating their own opportunities; compulsory voting so people have a stronger sense of ownership
Intergenerational support	“Village” approach where the elderly are cared for
Prosperity	Communities are prosperous, regional economic prosperity; working in small communities to give people who think they are unskilled more skills and a sense of self-worth

What are the issues challenging this vision, and potential solutions?

<i>Issues</i>	<i>Potential solutions</i>
Accessibility, isolation and barriers to participation	<ul style="list-style-type: none"> ▪ Connectivity through a range of community events, places & spaces - the opportunity to participate whatever the age or abilities is essential ▪ Ways of getting to work ▪ Removal of stigma ▪ Low cost access – meet the needs of communities
Wider socio-economic drivers: <ul style="list-style-type: none"> ▪ Lack of employment ▪ Low incomes ▪ Social equity 	<ul style="list-style-type: none"> ▪ Training opportunities ▪ Accessible community volunteering ▪ Diverse training into varied career pathways ▪ Provide family/whānau support ▪ Having fair access to health & education makes people feel stronger
Lack of volunteers – people have limited time, lack of community engagement	<ul style="list-style-type: none"> ▪ Systems in place to coordinate/fund the volunteers ▪ Demonstrate the benefits of involvement - volunteering outcomes ▪ Increase the awareness of what volunteers do ▪ Support them, value them, identify with them and mentor them
Lack of a broad and diverse range of role models (examples of success) within the community who demonstrate aspirations and success	<ul style="list-style-type: none"> ▪ Successful people in schools sharing their success ▪ Education - promote diversity and success ▪ Connecting achievers/skilled people with others in the community ▪ Compulsory youth volunteering
Lack of community planning and resources	<ul style="list-style-type: none"> ▪ Needs assessment in small communities ▪ Increased planning in rural communities ▪ Better communication between government, funders and communities
Community attitudes and values	<ul style="list-style-type: none"> ▪ Provide family/whānau support ▪ Values-driven education ▪ Listening and talking to reduce stigmas ▪ Initiatives to increase self-belief ▪ Mainstream education could be utilised to provide information about values, civic responsibilities, volunteering, literacy & numeracy

What are priorities for investment?

<i>Priorities identified</i>	<i>'Funding' awarded</i>
1. Supporting organisational sustainability <i>Support the sustainability of organisations so that they have adequate and predictable funding and are able to collaborate effectively. Prioritise investment to strong, connected, collaborative, purposeful organisations</i>	19%
2. Learning – pathways to education and employment <i>Support numeracy and literacy education; provide increased access to education and support pathways into employment through learning.</i>	16%
3. Needs assessment and planning <i>Understand the needs of communities</i>	14%
4. Collaboration/Connectivity <i>Invest in collaboration and support the benefits of interconnectivity throughout the community (all sectors)</i>	12%
5. Access/Transport <i>Support communities to access facilities and services</i>	10%
6. Awareness of support of community aspirations <i>Invest to achieve a better awareness of what aspirations the community might have, and how to support those</i>	10%
7. Community planning <i>Support planning to identify community needs, and support community-led planning of solutions</i>	7%
8. Appropriate funding <i>Provide the right funding, at the right time, for the right initiatives; provide a wider spread of funding (not just to sport)</i>	7%
9. Better utilisation of resources <i>Support sharing of resources, skills and knowledge</i>	4%
10. Economic prosperity <i>Invest to support regional economic development and prosperity</i>	1%

5. Manawatū consultation report - Palmerston North



Summary

The Manawatū community consultation meeting was held on 5 April 2017 in Palmerston North and was attended by 34 participants. A summary of key themes is presented below, with full notes on subsequent pages.

Community strengths:

Stakeholders from the Manawatū community identified **collaboration** as a key strength, with communities networking, forming partnerships and optimising resources.

Working in **response to community needs** is a key strength, with many participants discussing their ability to understand needs, fill gaps and also work alongside community to develop **local solutions to local issues**.

Access, supporting participation and **visibility** were also important strengths. These strengths are supported by the **longevity of key organisations**, whose on-going **presence, self-determination** and impact was cited as key community strengths.

Community aspirations:

Key aspirations for the long-term success of the Manawatū community included:

- **Connected, thriving and empowered communities**
- **Local leadership**
- **Secure and affordable housing**
- **Accessible services**

Other important aspirations across the group included a sustainable environment, equality and inclusion and a strong, connected community sector.

Success strategies:

The Manawatū stakeholders identified a range of positive solutions and strategies for success, which centred around:

- **Identifying community needs**
- **Understanding opportunities**, developing a **clear vision for impact** and designing an appropriate response
- Working in **collaboration** to optimise resources and **scale impact**
- **Using the energy** of those affected by issues/challenges, and those **skilled and passionate** about making a difference
- Using the 'right kind' of engagement – **empowering communities**
- Drawing on **evidence and learning** to evolve – prototyping, being flexible and building on success
- Supporting **access and participation**

Priorities for investment:

Investment approach: Stakeholders identified the following top three priorities in relation to investment approach:

1. **Supporting capacity and capability** – with a focus on organisational sustainability, as well as professional development for volunteers
2. **Investing in supporting better community connectedness** – which could also be achieved by:
3. **Enabling collaboration and networking across the sector**

Priority issues: Stakeholders identified the following top three priorities in relation to issues that require support:

1. **Secure, affordable housing**
2. **Building and other facilities that enable collaboration**
3. **Programmes for vulnerable people** – including children, young people and older people

What's working well in our community?

Things that are working

<i>Themes</i>	<i>Examples</i>
Effective people	We have good people with good ideas; volunteers
Collaboration, connectedness and optimising resources	Sharing, nurturing and caring; forming close connections and sharing experiences; sharing our strengths; strategies for partnership, collaboration – with funders and business, webs across communities, connectedness; optimising resources; connecting at key hubs; bringing people together – 'with community'; doing marketing in collaboration; working like a big family
Enabling access	Supporting access to services, events and projects; providing free initiatives
Responding to needs	Working to demand; responding to need; finding Kiwi solutions and getting 'stuck in'; filling gaps
Grassroots and community-led	Working from the grassroots; passing knowledge from elders; koha; creating communities within communities
Organisational self-determination and longevity	Organisations that have been in communities for a long time; building financial security over several years; being aggressively determined to continue as an organisation
Visibility and awareness	Growing awareness; being visible as an organisation; being seen
Encouraging participation	Reducing social isolation through participation; empowering tenants; community events; summer programmes

Evidence of success

<i>Themes</i>	<i>Examples</i>
Success stories	Services are valued; evaluation forms completed
Visible signs of positive change	People taking pride in themselves and in their properties; organisation staff gaining confidence and taking more leadership; families sharing resources
Increased engagement	School visits; high rates of participation; increased attendance; waiting lists
New partnerships	Commercial/corporate partners now on board; renting out facilities to generate income
Key outputs and outcomes	Diversification of services provided; people into work; reconnecting with families; success at tenancy tribunals

Our community's formula for success

Strategies for success

<i>Themes</i>	<i>Examples</i>
Collaboration and partnerships to scale impact	Working in partnership with a local health provider; working with council to scale projects up and make wider success possible; building new relationships; growing trust; networking
Skilled, passionate and empowered staff	People with a track record of success; people with passion and other valuable attributes; volunteers; allowing staff autonomy and empowering them to be successful; staff who listen to the community
Financial security to achieve growth	Be open to new, commercial, fundraising activities; leasing space to generate income
Communication and marketing	Word of mouth; e-mail marketing; using rural post; growing the organisation's database; social media; publicity; good communication with partners and stakeholders; feedback from our stakeholders
Using the right kind of engagement	Street activities to build rapport; by the community, for the community; concentrating on the 'how'; using community energy to develop a plan; empowering people supports success
Identifying community need	Identifying needs; working with experts to identify key issues/solutions e.g. health professionals; responding to opportunities that arise; using anger (energy) to identify emerging issues

Formula for success

	<i>Formula for success</i>
Formula 1	Catalyst for action + Sense of 'possibility' and self belief + Collective responsibility = Success
Formula 2	Evidence of need + Opportunity to develop a solution + Working towards a solution = Success
Formula 3	Need and opportunity + Collaboration and a plan + Leadership and responsibility = Success
Formula 4	Identify need + Key leaders/people + Networking and collaboration + Feedback on outcomes = Success
Formula 5	Why/what (need) + Collaboration + Responsibility (who) + Planning (how) = Success

	<i>Formula for success</i>
Formula 6	Evidence of need + Opportunity for involvement + Working a solution = Success
Formula 7	Pain point - anger/need + Vision of change + Hopeful/energy + Planning, pivoting and prototyping + Consolidation + Review and evolution= Success
Formula 8	Need + Energy + Planning + Adaption = Success
Formula 9	Need + Possibility/solution + Assistance + Action + Ownership/responsibility + Collaboration + Empowerment + Review/feedback = Success
Final collective formula	<i>Identifying need + Opportunity and vision + Collaboration + Flexibility and learning = Success</i>

Vision 2030

<i>Themes</i>	<i>Success looks like...</i>
Accessible support	Support is accessible – in person, and with technology; services are decentralised; hubs to offer networking and help; service hubs; technology supports accessibility and participation
Sustainable environment	Clear waterways; community gardens; healthy environment; clean environments; everyone has ‘enough’
Connected, thriving and empowered communities	Connected neighbourhoods; thriving grassroots; cohesive communities; safe communities; stronger and sustainable; thriving; empowered, engaged; increased pride and happiness; healthy and well nurtured; services are not needed; stable region; caring; well-rooted; pride within the community
Affordable housing for everyone	Everyone can access affordable housing
Strong and connected community sector	Innovation and flexibility is practiced; collaborative, supportive and outreaching; grounded; self-sustaining; sustainable; catalysts for change; purposeful and people focused; well-resourced sector
Local leadership	Communities develop local solutions to local issues; generous; engaged; for the people, by the people; communities taking ownership and responsibility; engaged and empowered; legacy of local leadership means NGOs aren’t needed
Equality	Everyone has value; access and inclusion

What are the issues challenging this vision, and potential solutions?

<i>Issues</i>	<i>Potential solutions</i>
Giving children the best start	<ul style="list-style-type: none"> Education to families/whānau Focus on relationships strengthening Attitude change Social support for parents
Mental health issues	<ul style="list-style-type: none"> Connection to heritage, to community Recognition of issues early, with accessible supports Visibility and acceptance
Housing: <ul style="list-style-type: none"> Lack of houses Empty Housing NZ homes NZ focus on ownership Government policy focused on Auckland, Hamilton, Tauranga 	<ul style="list-style-type: none"> Capital investment with community management Smaller houses Intervene in tenancy issues – stop historical barriers Co-ordinate resources, volunteers – leverage more Advocate for legislative change – get people into homes quicker, change rental policies, stronger focus on social housing
Sustainability and succession planning	<ul style="list-style-type: none"> Corporate partnerships Amalgamation and sharing of services/resources Leverage the influence of larger community organisations Funding capability and capacity building Governance development and up-skilling Funding and resources – be more creative, trustworthy & credible
Drug use and its impact on families and communities	<ul style="list-style-type: none"> A whole community of response - breaking down silos/barriers Providing programmes in school and support for young people so they don't fall into drug abuse Multi-step rehab – rural, de-institutionalisation and re-integration Support access to help; accessible primary healthcare for early support Reduce access to drugs Legislative changes – alcohol control; updated compulsory treatment legislation; drug courts/special circumstances courts
Social isolation	<ul style="list-style-type: none"> Host regular events in local communities – neighbourhoods/streets Designing neighbourhoods that encourage connectedness - reducing fences, ease of walking Learn from rural communities Use schools to support connections between parents and families

What are priorities for investment?

<i>Priorities identified</i>	<i>'Funding' awarded</i>
1. Secure, affordable housing <i>Providing solutions to support people into secure and affordable homes</i>	17%
2. Buildings that support collaboration <i>Investing in buildings, facilities and other capital costs that support collaboration, enable the provision integrated services and encourage resource-sharing</i>	15%
3. Long-term organisational sustainability <i>Support organisations to develop their long-term sustainability, increasing capability to support self-sustaining strategies</i>	15%
4. Community connectedness at all levels <i>Support community connectedness – from neighbourhoods, to organisations and across sectors</i>	13%
5. Networks and collaboration <i>Support the sharing of ideas, resources; enable peer training and development; reduce 'patch protection'</i>	11%
6. Programmes for vulnerable people <i>Including children, young people, older people, and other vulnerable populations</i>	9%
7. Support good access to health support <i>Support access to health services</i>	7%
8. Healthy environments <i>Invest in improving the health and sustainability of the environment</i>	6%
9. Professional development for volunteers <i>Leverage greater impact through up-skilling volunteers and supporting strategies for volunteer development</i>	4%
10. Equitable opportunities for youth <i>Ensure that all young people have access to support and opportunities for success</i>	3%
11. Grassroots organisations with limited funding access <i>Support organisations that otherwise have limited opportunities to access funds</i>	1%
12. Evaluation of services <i>Support organisations to evaluate the impact of their work, so good practice can be shared</i>	0%

6. Wairarapa consultation report - Carterton



Summary

The Wairarapa community consultation meeting was held on 6 April 2017 in Carterton, and was attended by 23 participants. A summary of key themes is presented below, with full notes on subsequent pages.

Community strengths:

Stakeholders from the Wairarapa community also identified **collaboration** as a key strength, with communities and services working in partnership.

‘Growing’ children and young people was also identified as a key strength, with many participants working to support outcomes in the early years, outcomes for young people, and support **intergenerational connectedness**.

Stakeholders discussed the community’s ability to respond to needs, and take an **early intervention** approach. **Volunteers** were cited as a key community strength and enabler of success.

Community aspirations:

Key aspirations for the long-term success of the Wairarapa community included:

- **Resilience, self-determination and fulfilled potential**
- **Connectedness**
- **Community-led development and regeneration**
- **Economic development and prosperity**
- **Opportunities for young people**

Other important aspirations across the group included mobile or accessible services to support rural communities, and training/skills development to support pathways to employment.

Success strategies:

The community of Wairarapa identified a range of positive solutions and strategies for success, which centred around:

- **Being creative and taking risks** to achieve impact
- Supporting increased reach and effectiveness by **successfully engaging/utilising volunteers**
- Working in **collaboration** to increase impact
- **Building long-term relationships** is important, which means being **consistent, visible, present** and non-judgemental
- Developing **community buy-in** and empowering communities to lead
- Developing **evidence-based programmes**
- Staying **flexible** to adapt to community needs
- **Passion** and drive to support community success

Priorities for investment:

Investment approach: The Wairarapa stakeholders identified the following top three priorities in relation to investment approach:

1. **Invest to support community-led solutions and community-led regeneration**
2. **Provide financial support to encourage volunteering**
3. **Invest to enable and support collaboration**

Priority issues: The Wairarapa stakeholders identified the following top three priorities in relation to issues that require support:

1. **Health and wellbeing**
2. **Regional economic development** - through supporting innovation and enterprise
3. **Outcomes for children and young people**

What's working well in our community?

Things that are working

<i>Themes</i>	<i>Examples</i>
Partnership and collaboration	Collaboration; partnerships; being connected with others; 'moving mountains together'; fostering networks – building social services together
Access and inclusion	Diverse communication; providing a wide range of supports; cost effective support; supporting access to resources; engaging rural neighbourhoods; access to libraries
Growing healthy, happy children and young people	Mobilising youth; engaging youth in opportunities; supporting positive early attachment; building social connections; changing perceptions of young people; literacy development; outcomes for parents to support child wellbeing; supporting intergenerational engagement
Supporting communities to lead success	Communities coming together; neighbourhoods leading; communities engaging; helping our community grow; spring-boarding ideas
Early intervention	Giving people hope; providing support before things get worse
Responding to need	Adaptable; responding to needs; filling gaps in the community e.g. health services; tackling local crime; supporting cycle safety
People	Large engagement by volunteers

Evidence of success

<i>Themes</i>	<i>Examples</i>
Outputs and outcomes data collection	Surveys (before and after); letters of support describing outcomes; number of events; Facebook comments; direct feedback from community; young people feeling welcome in the community
Changes in key statistics	Reduction in crime (police statistics)
Visible (observed) changes	Less graffiti; young people holding smiling and acting more confidently
Increased engagement	Participants completing programmes; people consistently turning up; growing members; more volunteers recruited (collection of volunteer hours data); new relationships with funders
Using an evidence base for the programme design	Using international evidence/research to design the programme and ensure success

Our community's formula for success

Strategies for success

<i>Themes</i>	<i>Examples</i>
Developing community buy-in	Sharing success to develop buy-in; working with volunteers; using peer engagement; gaining local support from local trusts and funders; face-to-face engagement; always being there; developing a shared vision, dream and agreement
Building long-term relationships with people	Building relationships; being consistently present and visible; delivering training that is engaging; being non-judgemental; relationships = knowing your communities
Being flexible and adaptable; taking risks and being creative	Continuously tweaking to adjust approach; programmes are adapted to local context; take risks and be creative
Engaging young people	Working with young people to achieve goals over time; using different tools of engagement to develop rapport and achieve outcomes; celebrate and involve youth; peer engagement with youth leaders; strategic commitment to youth – and commit to that strategy!
Networking and collaboration	Collective action; collaboration; huge networking; partnering with other e.g. Men's Shed; having dedicated co-ordinators; working collaboratively to enhance skills and knowledge
Engaging volunteers	Increase in volunteers – 10,000 volunteer hours; motivating people to give more time; empowering people to give back – they can see they've made a difference

Formula for success

	<i>Formula for success</i>
Formula 1	Community buy-in + Learning from success of others + Presence/visibility = Success
Formula 2	Community engagement, support and leadership + Consistent structure/programmes and resources + Non-judgemental relationships = Success
Formula 3	Community ownership and empowerment + Community commitment (adaptability) + Involving youth + Shared vision/dream/agreement = Success
Formula 4	Identify need + Communication + Research models + Networking + Commitment, passion and drive + Take risks and be creative = Success

	<i>Formula for success</i>
Formula 5	Engagement to identify need + Commitment, flexibility and diversity + Collaboration and Partnership + Clear communications + Vision for sustainability = Success
Final collective formula	<i>Identification of need + Commitment, consistency and visibility + Collaboration + Passion + Community engagement and buy-in = Success</i>

Vision 2030

<i>Themes</i>	<i>Success looks like...</i>
Resilience, self-determination and fulfilled potential	Self-actualisation; increased resilience; self sufficient; communities are regenerating; fulfilled potential; socially-responsible; resilient to change
Equality and inclusion	Equality and fairness; age-friendly communities; values-driven; respectful
Connectedness	Connectivity; caring and connected; supportive; inter-generational transfer of knowledge and resources; connected through young people
Key infrastructure in place	Basic needs are met; communities can be healthy and active; education; transport; infrastructure; warm homes
Success and prosperity	Incomes over \$50k; wealth; innovation and entrepreneurship
Community-led	Connective voice, community-led; leaders in the community; a community providing & receiving feedback; self-sustaining organisations being built up by youth; our community will be more empowered; a community that works together and supports itself
Healthy, happy children and young people	A community where children grow up loved and empowered to be all they can be

What are the issues challenging this vision, and potential solutions?

<i>Issues</i>	<i>Potential solutions</i>
Housing – lack of available, quality, affordable, and varied sized housing (to buy and rent)	<ul style="list-style-type: none"> ▪ Reduce building costs (NZ Housing), cost of land, cost of sub-divisions ▪ Facilitate rent-to-buy ▪ Housing strategy based on research about need and trends ▪ Need for more social housing – low cost, affordable; with investment by trusts and councils ▪ Opportunity to collaborate with developers/social housing providers ▪ Central housing agency
Basic needs are unmet	<ul style="list-style-type: none"> ▪ Increase access and effectiveness of education ▪ Growing own food, community gardens, redistributing unused food ▪ Subsidise basic necessities
Low incomes causing lack of opportunity	<ul style="list-style-type: none"> ▪ Facilitate the development of SMEs and encouraging businesses to locate here, reduce compliance costs to locate here ▪ Training – support the development of soft skills, IT literacy ▪ Promote region's strengths – e.g. access to NZ's best fibre broadband ▪ De-centralise government from Wellington
Lack of opportunities for young people	<ul style="list-style-type: none"> ▪ Better transport and accessibility to jobs for youth ▪ Create more jobs in the region – e.g. develop tourism, SME development, attract companies ▪ Encourage innovation
Lack of self-worth	<ul style="list-style-type: none"> ▪ Create a place for a community voice, supporting communities to be heard and understood ▪ Develop more support systems
Rural isolation creates barriers to access and affects the sustainability of Wairarapa communities	<ul style="list-style-type: none"> ▪ Funders to support the cost of travelling and delivering services ▪ Increased collaboration and networking, collaborative hubs ▪ Harnessing technology to create solutions e.g. information shared across agencies ▪ Improve transport options especially rural
Access to health services	<ul style="list-style-type: none"> ▪ Increase low-cost services in collaboration with providers, including more nurse-practitioner services ▪ Education about health literacy ▪ Access – take services to clients, pop-up clinics, age-focused services ▪ Reduction in monopoly ▪ PHO funding – need to make it attractive to retain doctors

What are priorities for investment?

Priorities identified	'Funding' awarded
1. Health and wellbeing <i>Support community health and wellbeing across all ages of the community, including access to services</i>	15%
2. Innovation hub for economic development <i>Support the economic development by encouraging, incentivising and investing in innovation</i>	15%
3. Sustainable community-led development <i>Supporting communities to lead positive change and develop local solutions</i>	13%
4. Support continuous community regeneration <i>Support the exchange of knowledge between generations and encourage communities to be self-regenerating</i>	11%
5. Volunteer development <i>Invest in the up-skilling and development of volunteers</i>	10%
6. Children and young people <i>Support outcomes for children and young people, and encourage a new generation of community leaders</i>	9%
7. Support families <i>Support healthy, resilient families, with a focus on parenting and parent education</i>	9%
8. Affordable housing <i>Build affordable social housing and support housing accessibility</i>	8%
9. Community collaboration <i>Investing in collaboration, partnership and networking</i>	6%
10. Community fit for seniors <i>Ensure communities are age-friendly and support the needs of older people</i>	4%

7. East Coast consultation report - Gisborne



Summary

The East Coast community consultation meeting was held on 10 April 2017 in Gisborne and was attended by 14 participants. A summary of key themes is presented below, with full notes on subsequent pages.

Community strengths:

Stakeholders from the Gisborne community identified **whanaungatanga/relationships** as a key strength, with communities forming strong networks and working **collaboratively**.

Community events are a key strength, with stakeholders giving a range of examples where events had triggered **participation, connectedness and health outcomes**.

Across most examples given, **community-driven ways of working** were evident and the grassroots community was seen as another key strength. This included maintaining cultural identity and **mana-enhancing** ways of doing things.

Community aspirations:

Key aspirations for the long-term success of the East Coast community included:

- **Child wellbeing**
- **Healthy communities**
- **Belonging, manaakitanga and shared responsibility**
- **Sustainable, enterprising communities**
- **Connected learning environments**
- **Strengthened cultural identity**

Other important aspirations across the group included improved mental health, values-based education and healthy environments.

Success strategies:

The East Coast community identified a range of positive solutions and strategies for success, which centred around:

- Working in ways that are **community-led**
- Collaboration, relationships and **whanaungatanga**
- Developing a **clear, shared vision** or kaupapa
- Achieving reach, impact and scale by **removing barriers to participation**
- **Leadership** – at a range of levels, including within the home
- **Social enterprise** to support sustainability
- Supporting **connectedness across generations** and **empowering whānau** to be self-reliant and resilient

Priorities for investment:

Investment approach: The East Coast stakeholders identified the following top three priorities in relation to investment approach:

1. **Support initiatives that are community-led**
2. **Encourage sector sustainability** – including investment in capacity support and community enterprise
3. **Prioritise organisations that are collaborative and effective** – those that can demonstrate impact

Priority issues: The following top three priorities were identified in relation to issues that require support:

1. **Outcomes for young people**
2. **Whānau wellbeing** – including support for mental health, and support for older people
3. **Bottom-up education system change** – empowering whānau and community leaders to make learning more connected

What's working well in our community?

Things that are working

<i>Themes</i>	<i>Examples</i>
Relationships	Webs everywhere that connect us; Better communication between Pākehā and Māori; relationships; connection to funders; sharing knowledge
Abundance in the community	Abundance/mōmona; fishing; love in the community; wealth in care; passion; keeping the dream alive; possibilities
Maintaining cultural identity and ways of working	Te reo Māori; whanaungatanga; 2017 Te Matatini winners; ngā kete o te wānanga; Māori – whakapapa - have a responsibility to who you are, and how you carry yourself
Community events	Gigatown; Kaiti Challenge; Spring festival; Kai Waka; Ka Pai Kaiti group gardens; jingle bell jog
Community-driven ways of working	Whānau and schools working together; community leading events

Evidence of success

<i>Themes</i>	<i>Examples</i>
Increased participation	Whānau participating; event attendees/participants; sponsors getting involved in projects; increasing membership
Positive feedback	Demand for on-going activities; social media engagement; projects winning awards
New projects growing	Innovation and new ideas are taking off; more events each year
Media coverage	Projects featured on Māori TV; articles in local papers

Our community's formula for success

Strategies for success

Themes	Examples
Communication and marketing	Meetings; mail-drops; social media; communication strategies; using media coverage – papers and radio; face-to-face networking; gain momentum by talking to people
Collaboration and whanaungatanga	Meetings/hui; networking; Mana-Whanaungatanga – re-confirm our connection with each other; whanaungatanga; sharing assets; relationships are the currency of the future; caring community
Leadership and influence	Influence; using our assets for success; leadership; tapping into leaders from within the community; Leadership = what's happening in our homes, nannies and papas looking after the moko; enhancing the good stuff happening in our communities
Consultation-driven and community-led	Being community-led; encouraging participation; responding to community needs; asking out community; involving the people; finding key leaders within that community to get their buy in and lead the event; kōrero with kaumātua
Access and participation	Taking away barriers; 'anyone can do it'; cost effective; easy access; live participation and feedback
Social enterprise	Growing income through Kai Waka; supporting our programmes by raising revenue
Mana-enhancing kaupapa	The kaupapa of a project must enhance people; provide a feel-good factor; be passionate and stand for something; shared vision for Tairāwhiti

Formula for success

	Formula for success
Formula 1	Utilise the leaders + Ensure things are community-led + Whanaunatanga and using our networks + Communicate well = Success
Formula 2	Having a vision or kaupapa + Mana ake (enhancing people) + Manaakitanga (caring, connecting) + Whanaungatanga (relationships) + Leaders = Success
Formula 3	Whānau-focused + Communication + Fun + Low cost access = Success
Final collective formula	Having a shared vision or kaupapa + Whanaunatanga/relationships + Leaders = Success

Vision 2030

<i>Themes</i>	<i>Success looks like...</i>
Health and wellbeing	<ul style="list-style-type: none"> ▪ Healthy schools promoting relationship education, better relationship skills ▪ Improved mental health system ▪ Healthy and happy Whānau ▪ Rehabilitation facilities ▪ Community flourishing
Child wellbeing	<ul style="list-style-type: none"> ▪ All children doing well ▪ Participation in after-school activities ▪ Increased access to early childhood education - social interaction and resilience
Resilience and self-reliance	<ul style="list-style-type: none"> ▪ Resilient communities ▪ Values-based society ▪ People more self-reliant
Belonging, manaakitanga and shared responsibility	<ul style="list-style-type: none"> ▪ Sense of belonging ▪ Shared responsibility – looking after each other, caring for all ▪ Fraternity, neighbourly ▪ Community-focused ▪ Sharing knowledge and resources ▪ Manaakitanga
Economic prosperity and enterprise	<ul style="list-style-type: none"> ▪ Living incomes, better employment opportunities ▪ Support for entrepreneurs and small businesses ▪ More SMEs, social enterprises ▪ Cultural tourism
Strengthened cultural identity	<ul style="list-style-type: none"> ▪ More Māori and New Zealanders speaking Te Reo Māori ▪ Cultural identity – knowing who you are and where you come from
Sustainable communities	<ul style="list-style-type: none"> ▪ Environments are healthy, sewerage free ▪ Taking just enough, more equitable distribution of wealth – less capitalistic, self-sustaining city ▪ Goal setting for a sustainable future

What are the issues challenging this vision, and potential solutions?

<i>Issues</i>	<i>Potential solutions</i>
Lack of kaimahi (staff, volunteers)	<ul style="list-style-type: none"> ▪ Apprenticeships ▪ Utilise retired experts ▪ Educate people about the positive aspects to activate interest
State houses in disrepair	<ul style="list-style-type: none"> ▪ Trade training enterprise ▪ Local opportunities for SMEs
Education system isn't working for our young people	<ul style="list-style-type: none"> ▪ Teach more practical life skills at school ▪ Lobby government to change priorities ▪ Learning in all contexts – at home, in the community, from grandparents ▪ Support families to advocate for change ▪ Connect different learning locations together
Lack of intergenerational engagement	<ul style="list-style-type: none"> ▪ Cross-fertilisation – knowledge ▪ Create events where generations mix and learn from one another
Sectors working in silos	<ul style="list-style-type: none"> ▪ Leadership to drive a shared agenda
Cultural identity	<ul style="list-style-type: none"> ▪ Education ▪ Learning via events, community, marae, schools, churches ▪ Dispel stereotypes ▪ Te Reo Māori and learning about Te Ao Māori brought into schools more
Technology replacing traditional labour	<ul style="list-style-type: none"> ▪ Keep it local ▪ Encourage different enterprise and entrepreneurship
Organisational sustainability	<ul style="list-style-type: none"> ▪ Reduce reliance on government funding ▪ Generate income through community enterprise ▪ Diversify income streams ▪ Professional development to support organisations to start new ventures

What are priorities for investment?

<i>Priorities identified</i>	<i>'Funding' awarded</i>
1. Support young people <i>Support better outcomes for young people through development of life skills and effective engagement with education</i>	22%
2. Community-led initiatives <i>Initiatives that are designed and led by the community</i>	12%
3. Whānau wellbeing <i>Achieve social impact by investing in the wellbeing of families/whānau, addressing key issues such as mental health</i>	12%
4. Provide support to older people <i>Focus on education about technology and elder abuse prevention</i>	10%
5. Community sector sustainability <i>Strengthen the sustainability of the sector by encourage financial self-sufficiency and community enterprise; invest in expertise and professional development to achieve these outcomes</i>	10%
6. Education system change from the bottom-up – shared, connected learning <i>Support bottom-up, community-led change in the education system, with a focus on whānau advocacy and growing influential community leaders (e.g. school trustees)</i>	10%
7. Housing <i>Support social housing, affordable housing and other forms of shelter for our communities</i>	8%
8. Invest in effective, collaborative organisations <i>Provide support to leading organisations that are achieving impact ('doing it well') and collaborating</i>	7%
9. Education and training <i>Support pathways to education and training and employment</i>	7%
10. Encourage enterprise and entrepreneurship <i>Support small to medium business development and community enterprise</i>	3%

8. Reflections

“I feel elated by this experience of sharing and planning”

Participant reflection

Across the four community meetings, participants were asked to complete a reflective process to close the meeting. These reflections provide useful insight into the participants’ experience of the consultation process, and the ways in which this experience might feed into their on-going work in the community. A summary of the reflection responses is provided below:

Participation experience and feedback

“I feel included.”

“I feel listened to.”

“I feel inspired.”

“I feel concerned that changes might affect my organisation’s funding.”

“I feel excited for the future of our community.”

“It’s good that ECCT is doing this.”

“Today was a great investment in time and contribution.”

“I feel optimistic.”

“We are having a say and being listened to.”

“I feel informed, and connected to the right people.”

“I feel elated by this experience of sharing and planning.”

“I envision a change in ECCT’s funding formula.”

“I’m clear that ECCT is committed to our community.”

“I feel hopeful, but overwhelmed.”

“I feel a bit drained but it was so worthwhile.”

“I feel revitalised.”

“I am clear that ECCT has great intent and wants to be responsive.”

“I feel used usefully.”

“I’m glad I attended.”

“I envision the need for more hui in the wider community.”

Taking the momentum forwards....

“I am clear that taking a collaborative approach will get a better result.”

“One thing I can do is take this information and share it with the community.”

“I envision that collaboration will become the normal way of doing things.”

“I really enjoyed the strategies for success process – it’s a positive idea for how to get where you want.”

“One thing I can do is be more visible.”

“I am clear that having places and spaces for people to connect is important.”

“One thing I can do is collaborate with others.”

“One thing I can do is keep working for the betterment of my organisation.”

“There are a lot of issues out there, but also a lot of solutions.”

“I am clear that valued volunteer impact is needed.”

“I can use the Tetramap process.”

“I am clear that long-term solutions are required.”

“I am clear that there are amazing people in our communities.”

“I am clear that local solutions work best for local issues.”

“I feel informed about other community services.”

“One thing I can do is increase community-led development and participation.”

“One thing I can do is listen to what my community are saying.”

Appendix

Stakeholder telephone interviews

Background and approach

Thirteen potential interviewees were selected by ECCT staff in response to participation at the consultation meetings and subsequently identified gaps - in relation to key communities and sectors. A total of ten interviews were completed (two people were on leave and one was unable to be reached). No one declined to be interviewed. The interviews took between 30 and 50 minutes to complete and were guided by key questions that mirrored the overall focus of the consultation meeting workshops.

Interviewees were representative of the ECCT region:

- Gisborne/Wairoa (3/5 completed)
- Hawke's Bay (4/5 completed)
- Palmerston North (2/2 completed)
- Wairarapa (1/1 completed)

All those interviewed were in senior management positions (Chief Executives, Managers, Presidents or General Managers) within community organisations, although some had dual roles (e.g. Councillor, Māori Advisor Education, Arts Director).

Summary of key themes

Relationship with ECCT

- Nine interviewees described themselves as ECCT funding recipients (six received funds for operating costs, two for capital expenditure and one to run events).
- One interviewee (a PTE) had neither a formal nor informal relationship but considered themselves a potential partner to ECCT.
- One interviewee described their relationship with ECCT as unique and was funded primarily to provide a capacity support/resource provision role to community sector organisations. The relationship was seen as a collaborative partnership.

View of ECCT's role in the community

- Providing funding for community organisations (projects, activities and events) or community grant-makers (7 comments)

- A role as a facilitator/enabler of new initiatives (2)
- Community development/social impact or investment (via organisations) (2)
- Other:
 - To have a good overall knowledge and overview of the community (1)
 - Provide advice to community groups (1)
 - Increase the standards of community organisations to use best practice in governance and operations (1)
 - Encourage community groups to work together more collaboratively (1)
 - Alongside other funders, to fill the gaps between government contracts and the reality of the cost to deliver services to the community (1)

Key community strengths

<i>Themes</i>	<i>Examples</i>
Increasing willingness of the community to work collaboratively	<p>Inter-agency networking to identify and address issues</p> <p>Sharing physical resources such as vans</p> <p>Willingness to work more closely (in contrast to the previous ‘patch protection’ experienced in the NFP sector) – which was seen to have been driven at least in part by funders requiring organisations to collaborate</p>
Funding	Sufficient, consistent and relationships with multiple funders
Community engagement	
People	Volunteers and quality staff

Strategies for success

<i>Community</i>	<i>Strategies for success</i>
East Coast	Relationships with other organisations Knowing who everyone is in smaller communities Volunteers Engaging participation through sport Engaging young people Partnering with multiple funders
Hawke's Bay	Collaboration, and encouragement from funders to collaborate Funding capability to support securing of funds Low cost training, and organisation's awareness of own training needs/gaps Quality staff and volunteer support Community engagement
Manawatū	Agencies attending network meetings to share information and strategy Thinking outside the square Holistic, multidisciplinary support Organisational culture of learning Partnerships with Universities
Wairarapa	Umbrella structures – making governance easier Relationships

Vision for success

<i>Themes</i>	<i>Examples</i>
Improved community outcomes (high-level)	Increased (local) (full) employment opportunities and local education and training to meet local employment needs Access to affordable, quality housing Local businesses/industry/innovation supported Sporting codes and other sporting activities are enabled to provide the opportunity for people to achieve their best outcomes Stronger sense of community with increased sharing and looking out for each other, caring and serving those in need Strong community hubs Greater social inclusion, cohesion, agency and connection Vibrant, growing, safe communities with easy access to opportunities and services, no one falling through the cracks (young or old) Greater opportunity for people to participate in sports, arts and culture and time to do so and greater involvement/connection with the system that serves them

Non-profit/community sector development

Greater self-sufficiency of community organisations would mean they are less reliant on funders (including ECCT)

Increased capability in community organisations - increased skills and know-how in governance, financial planning etc.

Accessing alternative sources of funding such as social enterprises

“Organisations would be in a place where they can fend for themselves and achieve high outcomes without expecting a continual source of funding from the likes of ECCT i.e. be more self-reliant.”

“For the NFP sector, not needing the funders anymore, community organisations can be self-sustaining, creating and supporting more social enterprise.”

Increased capability in community organisations - increased skills and know-how in governance, financial planning etc.

Priority issues

<i>Themes</i>	<i>Examples</i>
Key system/structural issues	<p>Poverty; unemployment; low wage economy; affordable quality housing; emergency housing; transport, second and third generation gangs, drugs (P)</p> <p><i>“Gap and disconnect is too big between those that have and have not (e.g. between Havelock North and Hastings).”</i></p> <p><i>“A recognition of the level of deprivation across a large geographical area where half the pop is Māori.”</i></p> <p><i>“Lack of social and other infrastructure: no post offices, dairies, petrol stations etc.”</i></p>
Access to services/services under-funded	<p>Mental health; drug addiction; medical care; social services</p> <p><i>“It is very difficult for older people to access health and other services e.g. WINZ where the interface is more and more by internet (e.g. realme accounts) and/or phone.”</i></p> <p><i>“Need to deliver services appropriate to Māori (face to face services) = more people to do outreach work, more resources.”</i></p>
Lack of advocacy	Legal/consumer rights; older/younger people
Other	<p>Everyday busy-ness; grandparents looking after grandchildren; geographical isolation (Wairoa); lack of volunteers; lack of resources in the community (East Coast); elder abuse; social isolation and a lack of social cohesion</p>

Solutions

<i>Themes</i>	<i>Examples</i>
Allocation of resources	<p>Address fundamental issues through better allocation of resources in response to levels of deprivation</p> <p>Better overall resourcing of community organisations</p> <p>Invest in building their capacity and capability to deliver</p>
Supporting local industry and innovation	<p><i>“The call centre in Ruatoria was a fantastic idea and works well to provide employment to the locals who then spend money locally. Works well to grow the local population and build resources in the community. There is a need to recognise and support those sorts of initiatives. Another example is hemp production – a pilot run in the East Coast to employ locals to make products and products from the by-products so is environmentally responsible.”</i></p>
Community development	<p>Build localised neighbourhoods to be stronger and fund the infrastructure needed and the leadership</p> <p>Look to where the energy is and where things are already happening and help to develop it further (e.g. infrastructure, mentoring)</p> <p>Fund capacity building for local leaders who might also be “on the fringe”</p>
Ways of working for ECCT	<p>Focus on those most in need by working with the people in that bracket i.e. find a way to work with Māori and Pasifika groups, to engage with those most in need and create a space and resources to do what needs to be done for as long as it takes. No quick fix so work on long-term plan.</p> <p>ECCT to partner more with Māori organisations, particularly the newer ones including looking at the representation on the (ECCT) Board.</p> <p>More strategic approach: Understanding new trends (research), ECCT should be informed about the community and the voluntary sector in order to make informed investment in the sector. ECCT can be smart about funding the bits that central government can't/wont fund, and fund the ‘social glue’ activities.</p>
Other	<p>Change the name of Poverty Bay!</p> <p>Multi-use sports facility as a community hub</p> <p>Government should provide NGOs with a standardised outcomes reporting template</p>

Priorities for investment

<i>Themes</i>	<i>Examples</i>
Targeted funding	Deliver more targeted funding and to organisations that can actually show they are making a real difference
Enterprise and innovation	Support local business, social enterprises and innovation to drive local economy and employment
Develop capabilities of community organisations	Through e.g. training, mentoring, access to research, facilitating communities of learning - to increase their self-sufficiency
Community development	Focus on community development: Fund the activities/projects that promote social cohesion, which brings communities together (sports, arts, culture)
Co-design priorities with community	Increased discussion and engagement with community to identify investment priorities, bettering partnering between ECCT and NGOs – invest in relationships
Other	Invest in sports facilities and development Invest in research

Final reflections: what could ECCT be doing to help build stronger, more sustainable communities?

<i>Themes</i>	<i>Examples</i>
Leadership	Working in collaboration and engaging with communities most in need is vital: <ul style="list-style-type: none"> Those who are working at the coalface not just the ‘community leaders’ and work to deliver benefit back to the people directly Get to know key community organisations better to promote better alignment of vision and outcomes and greater confidence in funding right organisations to deliver outcomes
Better partnering	Better partnering with others, asking communities what would really make a difference and finding out ways to do that and then make some tough decisions around what not to fund
Be bold and take risks	Be bold and take risks “Look at who is making a difference in communities, who is thinking more multi-dimensionally, who is looking to scale up or out, who is making an impact with limited resources that could do more with more resources.”
Leadership in strategic direction and strategic funding	“ECCT operates on a bit of an older model (compared to Tindall, Todd, JR McKenzie, Vodafone) – just funding across the board. The other funders are more focused on partnering with organisation for social investment; identify the needs and undertaken strategic decision-making. Understand how to engage

	<i>with NGOs as strategic partners and how to promote and support social innovation. Need to be an active partner (investing in relationship e.g. providing mentor, creating learning communities)."</i>
Engage better with iwi and Māori groups	<p>Particularly post treaty settlement to work out how they can both maximise return on investment – need good dialogue with Māori organisations</p> <p><i>"There are two groups of peoples running parallel at the moment: One is driven by groups of Māori and are in the Treaty Settlement space and the other has a vision of the whole community for 2030. There is a bit of jostling about within those groups.... There needs to be wider engagement across both groups and for Pākehā to engage in the Treaty Settlement space in terms of identifying shared vision and outcomes. There needs to be a willingness to listen to each other and work together. ECCT might have a role in this by engaging with the community on an on-going basis."</i></p>
Co-funding	More active partnerships with other funders to co-fund
Advocacy	Political lobbying/advocacy

Reflections on the engagement process

- Very pleased to have the opportunity to share our views
- If ECCT want to work in partnership with the community, the final report should be made public
- Impressed with ECCT, they have some really good leadership and thought about how they are going to do what they do