



LOOKING BACK TO MOVE FORWARD

Thoughts on taking a community-led
development approach in Aotearoa

FROM: Mangakino, Mt Roskill,
North-East Valley & Whirinaki



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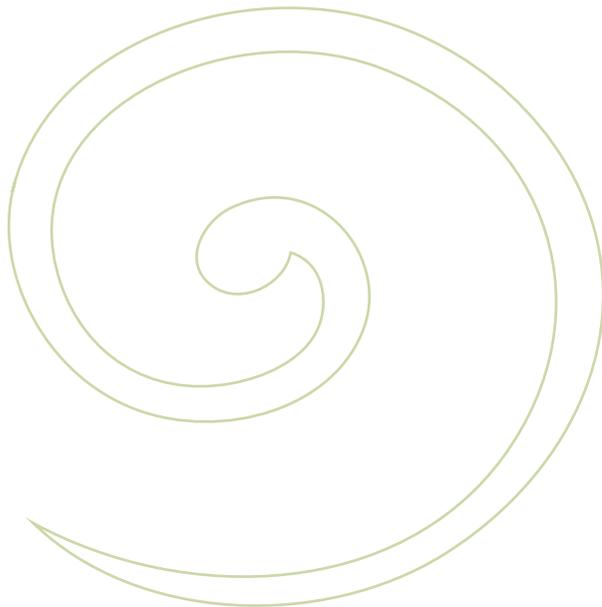
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Kupu whakataki Foreword: Hon Dame Tariana Turia

The Department of Internal Affairs commitment to community-led development came from the determination of the then Minister for the Community and Voluntary Sector, Tariana Turia. Here she shares her thoughts – particularly in relation to a place dear to her heart: Mangakino.



**Tipu ai au i te kākano
Ka rapu mātauranga ki a mau
Hei manaaki, me te whakanui
Rātou e manaakohia
Ana te mātauranga**

**From a seed I grow
To pursue knowledge
To grasp knowledge
To nurture and empower
Those who seek knowledge**

I have always had a real love for Mangakino. There is something so inspiring about a community which has fared for itself, grown its own champions, created its own transformation.

In 2011, in my former role as Minister for the Community and Voluntary Sector, I was frequently shuffling papers on my desk which reported about the plethora of agencies based in some of our rural communities, begging the question as to 'what worked'?

But with Mangakino there was something different.

A community of families that had could achieve a turnaround in their situation simply by placing faith in one another. And so when it came time to identifying pilots for community led development, Mangakino seemed a logical contender.

The funding would be an investment in enduring, integrated change rather than money for isolated projects and activities. What we all know now from Whānau Ora is that the top-down approach, in which residents are passive recipients of services is not successful in addressing local needs, sustainable, or effective in achieving ownership.

This is about revitalising the spirit of a 'can-do community'. Mangakino and Whakamaru are literally on the map. Economic development has been a focus, as has tourism. You can't pass through the area now without

being dazzled by the new highway signage. There's a vibrant café culture; skills growth and industry training is helping create a wider range of options particularly for the young people and now there is even a new 'Heritage Trail' to attract visitors and locals to walk the river trails, hop on a bike, or spend some time at the new skate park designed and funded by their own rangatahi.

I'm so thrilled that what started out as a pilot project in community led development has turned out to mobilise Mangakino into a truly inspiring community. The key for me is in enabling the seed that was planted six years ago to flourish, to grow and for its transformative potential to be spread across Aotearoa and beyond.

**Ka tū kaha, ka tū māia ka
hīkoi kotahi ai**

**Stand strong, be brave and
journey as one**

Tēnā tātou! Greetings to all



These pages harvest the learnings of four communities who worked with Internal Affairs as the part of Community-led development Pilot projects between 2011 and 2016.

North East Valley, Dunedin northeastvalley.org: Within a suburban community of 4500, The Valley Project began in 2008 in recognition of socio-economic impacts on children, establishing an assets and strengths-based focus from the outset. With the challenge of long term sustainability, the team is now more intentionally enabling, building, supporting and unleashing its local volunteer base.

Mangakino, South Waikato mangakino.net.nz/about/community-info: From a peak of 5,000, with full hydro project employment this township in the rōhe of Ngāti Kahungunu ki

Pouakani, had dwindled to 800, with substantial unemployment. The project's vision is to be a Community of Choice with a spirit of manaakitanga, showing respect, kindness to others, and becoming 'vibrant, enterprising, caring and connected'. As the pilot winds down, key assets and skills, remain, including a solid competency in CLD.

Mt Roskill, Auckland roskilltogether.org.nz: The populous Auckland suburb (60,000) includes many born overseas. After many achievements, Roskill Together has moved beyond the pilot as a Charitable Trust to serve the locality into the future. The Trust continues to build foundations and strengthen relationships in order to weave together the large and diverse community for a harmonious Mt Roskill.

Whirinaki, South Hokianga: For 400 rural dwellers, 90% identifying as Maori, the Whirinaki Toiora Leadership Group, partnering with DIA and Nga Manga Puriri as fund holder, worked to 'advance the cultural, social, environmental and economic well-being of the hapori of Whirinaki through sustainable community-led development'. Their vision is for Whirinaki to be 'a source for future leaders, an inspired community retaining its unique characteristics.'

Over the course of the project, teams learnt what works, what doesn't, and how outcomes vary. In this spirit we offer reflections, stories and tools to other communities.

We invite you to share your stories too. On behalf of North East Valley, Mangakino, Mt Roskill and Whirinaki, we wish you well!

He aha te arataki ā hāpori hei pakari ai? What is Community-led development?

Hītori Poto

Brief history

People who live, work, play, care, invest or connect to a place tend to have a shared, vested interest in making things better.

Focusing on place is what sets CLD apart from historic community development practice.

Here in Aotearoa, CLD's origins lie in a fresh wave of collaborative, place-based projects in places such as Lyttleton and Ranui in the early 2000s. The new wave was marked by a conscious shift to explore more collaborative approaches between sectors, agencies and local people, and recognised that a traditional 'services' approach to 'fix' people and problems was not delivering wellbeing metrics were either significant or sustainable enough.

Ngā mātāpono e rima

Five principles

At its essence, Community-led development is working together in a place to create and achieve locally-owned visions and goals. This is a planning and development approach, rather

than a model or service, and comprises five core principles:

- Share local visions will drive action and change
- Utilize existing strengths and assets
- Involve people, groups and sectors collaboratively
- Build diverse and collaborative local leadership
- Plan adaptively and act informed by outcomes

Implementing all these principles at the outset isn't always practical. What matters most is acknowledging reality on the ground, and applying a CLD framework to guide future developments.

He kaupapa mā te papakāinga

A framework for local action

Community-led development mobilises action, effort and potential.

For agencies, governments and communities, CLD is a tool to help to address deeply rooted issues such as family violence, indebt-

edness, and child vulnerability. Stakeholder composition will vary and evolve, but tends to include residents, businesses, iwi, marae, schools, community groups and clubs, local government, government agencies, philanthropic funders and academics.

A wider community may come together to define a vision and action-plan. Or stakeholders may collaborate to develop opportunities and problem-solve.

What does it look like? CLD may get residents connecting in a street or neighbourhood, building relationships and undertaking tasks or projects they decide will improve their place. Or a social service agency intentionally developing participation, leadership and community contribution.

At its essence, community-led development is working together in a place to create and achieve locally-owned visions and goals. Ko te ngako, mā te hāpori e arataki kia mahitahi ai hei hiki te whatumanawa o ngā whaingā.

Community-led development is not a silver bullet, nor stand-alone. The greatest gains are likely to be made when integrated with other strategies (such as local economic development, social development, service coordination, environmental restoration) and into core practice within different sectors. This holistic approach assists transformation, especially where there is local capacity, capability, and resources.

This is an emergent approach, and 'what works' will be different in different places.

Summarised from inspiringcommunities.org.nz/wp-content/uploads/2015/06/IC-Book-Chapter-on-CLD-for-ADCOSS-publication-2015.pdf

You can find out more about community-led development and the Department of Internal Affairs at dia.govt.nz/diawebsite.nsf/wpg_URL/Resource-material-Our-Policy-Advice-Areas-Community-led-Development?OpenDocument

If you have stories to share or are looking for assistance and support for community-led development in Aotearoa please contact Inspiring Communities: exchange@inspiringcommunities.org.nz



Take matakite Pilot Insights

Paetuhi Outline

The pilot's kaupapa has been to enable communities to identify shared issues and generate local solutions. The scheme focused on communities as a whole – rather than on specific, individually funded programmes – marking a shift from a granular approach to a holistic one. This allowed communities to access flexible funding for activities and projects that benefit the wider community.

The pilot ran from July 2011 to December 2016. In March 2011 Cabinet transferred \$1.5 million from the Community Organisation Grants Scheme to the Community Development Scheme, to enable a long-term investment in a CLD pilot, and a further \$400,000 was transferred to the pilot from the Community and Voluntary Sector vote.

The pilot's kaupapa has been to enable communities to identify shared issues and generate local solutions. Ko te take matakite, ka āhei ngā hāpori hei hanga take whakatika.

Matakite take nui Key insights

For most of those involved, the CLD approach has demanded different ways of thinking and of working.

Continuous learning has improved project outcomes and the depth of CLD practice in each community.



He aha ngā painga mō mātou? What has worked for us?

E mārāma ana ki te whakapakari ā hāpori Understanding Community-led development

CLD principles and their implications for individuals' roles present a steep learning curve, and so training has been invaluable.

The Leadership Group invested in local Community Coordinators to boost collaboration. With Chair and DIA Advisor support, they also invested in CLD mentoring and coaching for community brokers to be able to model a CLD approach.

MANGAKINO

Internalising CLD principles and Toiora values has been essential, and the resulting community plan connected social, economic, cultural, environmental wellbeing, and that of individuals, families, hapū and iwi.

WHIRINAKI

Hononga ātawhai Mentoring relationships

Having seasoned practitioners walk alongside helped bed-in CLD theory and practice, while remaining relevant to our places. Our mentors offered:

- An outside voice helping us focus beyond individual agendas.
- Knowledge we didn't have, e.g. community or state sector knowledge, best practice from elsewhere.
- Data, suggestions or questions that revealed our assumptions, encouraging us to move beyond our safety zones.
- Relationship brokerage with other community groups, organizations and funders.

Support, mentoring and coaching from Inspiring Communities and DIA for leaders and project workers has been vital...

MANGAKINO

communication channels
working organically
visibility flagship
learning from others
mentoring relationships
effective structures
& food & fun!
local ownership
different leadership style
being available
understanding community-led development

Ka anga ki mua ngā huinga hāpori Going beyond community consultation

Learning to include and serve wider community aspirations is more than consultation or engagement. The most successful activities have enhanced the actions of others, and required competence with a wide range of tools to distil community aspirations and enable participation. That meant enabling participation and being welcoming, via face to face, two-way conversations where wider community goals trumped personal agendas.

We have all learned more on how to exercise kindness and empathy even when we may disagree.

MANGAKINO

Ka tū taketake Being strengths based

The four communities' diverse needs drove their participation in the pilot, but they share the leveraging of local strengths and resources towards common goals, rather than focusing on needs, issues and deficits. Even here, on

closer view, liabilities were found to be assets, such as when a 'struggling-but-showing-potential' local group could be resurrected as part of a merger.

Bringing people and groups together has been key to our success – we find what the community is passionate about and where the requisite skills are, and connect them with resources, space and a wider community

NORTH EAST VALLEY

Mahia te mahi Working organically

Mapping a pathway, while essential, will only take us so far. We must be able to respond dynamically.



When we invite people to talk about possibilities, new synergies emerge. We should be open to what might come out of such connections. It's often only by observing the trendlines that we can plot the most effective futures steps.

Revisiting and developing new project plans... proved worth the extra cost, delay and effort, as it provided a clear roadmap for further work. The outcomes so far prove the value of this investment: The annual surface flooding prior to the awa clean-up has diminished; water quality is improving....

WHIRINAKI

Whai mana tika, kāwanatanga, hunga whakahāere me te roopu whakatikatika Effective legal governance, management and organisation

Working organically works best on the foundation of a robust structure – as some found to their cost.

Diversity in governance roles, aided by clear parameters, procedures and skilled facilitation



tors has encouraged rich discussion, innovative decision-making and productive meetings – ensuring that obligations are met (e.g. OSH and employment).

Having a rich range of experience on the executive made for some robust discussions, to the point of our seeking help to achieve respectful and productive meetings.

NORTH EAST VALLEY

An incorporated society model has allowed a wide membership base with effective governance elected from within that base. Solid legal advice aided the constitution's development.

NORTH EAST VALLEY

Hari me te Kai! Food and fun!

All communities identified social inclusion as a key value, particularly when aided by fun and food. Gathering information, feedback and developing new ideas can all be done in fun ways. Fun and food encourages involvement, even if the task at hand is essentially mundane (e.g. newsletter folding). And a reputation for happiness does no harm to attendance numbers. Beyond this, intentionally business-free gatherings are also invaluable.

...we're learning to take Jim Diers' motto seriously: "Why have a meeting when you can have party?". So we try to include food and fun at AGMs, Society and executive meetings. And having intentionally social gatherings outside of business meetings has been healthy for the executive.

NORTH EAST VALLEY

Mahi karakaipuke me te mārama Flagship activities and visibility

Nothing beats visibility and availability. Whirinaki's most visible work has been with its awa, while North East Valley has the Valley Voice newsletter. Demonstrating visible, tangible progress helps people value both the projects, the people driving them, and showcases what neighbours are doing in the community.

Nothing beats visibility and availability. Horekau he kōrero tū atu i te kitenga me te wāteatanga.

We're very proud of the new facilities and infrastructure our community has created and is enjoying.... When, Huamai Street residents decided they wanted a street playground, with

very little encouragement and support they just got on and made it happen!

MANGAKINO

The May Road crossing is the result of Roskill Together walking beside the neighbours who created art works to slow down the motorists and lobbying a local MP and Auckland Transport. This is a tangible asset ensuring safety in the Roskill community.

ROSKILL

Kia wātea Being available

Equally important to perceptions of value is offering a welcoming and accessible location where project leaders are regularly available. For Whirinaki this has been an accessible, independent hub, while for Mangakino it was co-location with Council workers

Basing project workers at the Service Centre and available at regular weekly hours – encouraged people to drop by for those kanohi ki te kanohi (face to face) conversations, to question and contribute ideas.

MANGAKINO.

The small management team office became a hub that the community make full use of.

Having a consistent, on-the-ground and accessible kaimahi presence – at last, in the final year – made a significant improvement to the overall Toiora project.

WHIRINAKI

Hanga whakaaro kaha Effective communications

Vibrant, up-to-date and accessible communication channels are essential: Printed newsletters, e-zines, websites, Facebook pages – anything that will reach individuals where they are.

Giving the community a voice and sharing it is the Voice's mission. Along with the printed newsletter, a website, e-zine, a thriving Facebook page, and community noticeboards are all well utilised.

NORTH EAST VALLEY

Ako i tetahi atu Learning from others

All of us appreciate learning from each other as well as from external practitioners, such as Peter Kenyon (Bank of Ideas), the Victory School team, Jim Diers and Inspiring Communities.

... we sought external help to improve decision-making processes. The fruit of this is a more mana-enhancing, way of running meetings.

NORTH EAST VALLEY

Rangatiratanga papakāinga Local ownership

Undoubtedly, the best outcomes have come from activities with the greatest community ownership. These activities often spawn others that are just as vibrant and valuable to local people.

Matariki Huanga Nui and Creek Fest are highly valued events for our community, which has contributed hundreds of volunteer hours to them. And these have spawned other highly valued projects such as the Lindsay Creek clean up and Valley Kapa Haka group.

NORTH EAST VALLEY

Ngā momo aratakitanga rerenga kē

Diverse leadership styles

Having strong local leadership requires pre-existing leadership to operate differently. Truly collective leadership is empowering, creates



opportunities for individuals to step up, and is open and willing to share ideas.

The four Project Workers assisting our pilot have all been different. We share with them our understanding, knowledge, background, relationships, families and connections, to enable others to step up.

MANGAKINO

Iwi partnerships Hononga a – iwi

All experienced that being community-led compliments iwi-led. Understanding mātauranga and tikanga Maori helps us respect and enhance the mana of people and places.

A growing partnership with iwi and our effort to incorporate tikanga has helped us to value whakawhanaungatanga over and above Westminster processes.

NORTH EAST VALLEY

Te Reo o te Hikutu project... further enhanced and advanced the oral, and practical use of te reo, especially in our local dialect relating to tikanga and kawa.

WHIRINAKI

Understanding mātauranga and tikanga Maori helps us respect and enhance the mana of people and places. Mā te whakamārama I te mātauranga me ngā tikanga Māori ka whakamana ngā tūrangawaewae-ā-tāngata.

Rauemitanga Resourcing

Access to secure funding has enabled all to build confidence to plan and work together. And without paid staff, these projects would never have flourished as they have.

Adults and children, with local business support, created wooden art pieces to be displayed along May Rd, warning motorists to slow down. This tactical urbanism, combined with a local MP and Auckland Transport lobbying resulted in a crossing being installed in July 2016.

ROSKILL

Tauwhiro tangata Sustainability

With an eye to the future, transitioning from the pilot will be different for each community. Some projects will continue via alternative funding and contracts. Elsewhere, project components are evolving into stand-alone

entities or being 'umbrellaed' by other groups. Whirinaki Toiora stress how important intangible (taha wairua) outcomes are to sustainability, because these are key elements independent of funding.

Now self-sustaining, resourcing has far-reaching benefits: programmes with quality gym equipment, massage tables for mirimiri, camera equipment for making videos, and hoodies available online have all contributed to improved self-confidence, skills, empowerment and leadership amongst rangatahi.

WHIRINAKI

Whaingā Outcomes

What does community-led development look like?

It looks like skate parks, clean rivers, pedestrian crossings and warmer homes. It looks like educational achievements, new income streams, increased resilience. Community-led means confidence and empowerment for people, groups and communities. And it means

What does community-led development look like? He aha ngā tirohanga whakapakari-ā-hāpori?

improved relationships, wider engagement and genuine co-delivery. Evidence that our collaborative capacity and competency has expanded massively; that we can work together to become the kind of places that we want.

The fruits of these efforts are both tangible and intangible: More sharing of resources, skills and expertise, and increased capability to meet

current and future challenges. In addition, all milestones in our community plan were met.

WHIRINAKI

The skate park had been talked about for decades: When it finally came into being, the CLD approach ensured it had a massive impact.

MANGAKINO



Ngā taki The challenges

Ngā kūaretanga e pā ana ki ngā mahi arataki ā hāpori Lack of community-led development understanding

All found a lack of CLD awareness an ongoing challenge. Most evident in the first year, this challenge dogged participants in various roles because they were often expected to provide services rather than enable action.

Managing expectations has been challenging when some expect the Leadership Group will do everything. Some leaders are more used a professionalised model where paid staff implement, so we may need to re-centre on the CLD approach and clarify the role of paid workers.

MANGAKINO

Both outside agencies and community members often view us as service providers, so it's a challenge to stay focused on the ultimately more valuable task of enabling the community to provide its own solutions.

NORTH EAST VALLEY

People are used to having service providers arrive and do things for them. Ka waiho e ngā tāngata mā ngā roopu ratonga e kōrero

Ka hanga he hōtaka hāpori Developing a community plan

Communities learned to avoid over-detailing their plans, but rather, to sketch a basic outline which could be revisited and fine-tuned, iteratively. Time-intensive planning can actually hinder the development of trust and understanding, which is more effectively realised through practical action together.

Taikaha i te wā roa Persistence

People are accustomed to having service providers arrive and do things for them. They are less used to imagining, co-designing, and then directing the actions that lead to positive change. Such deeply rooted attitudes required substantial behind-the-scenes reorientation.

Many community members were unaware of how much background work went on: Mangakino's Heritage Trail, for example, required two full years of pure planning. For implementation, it was difficult to encourage people to source images, curate stories, and talk with whanau, neighbours etc. Design and production of displays, and their siting

was also drawn out. Of course, the Trail could have been fast-tracked by a dedicated team, but would have lacked grounding in its community, with this approach. The sheer complexity of some projects was a steep learning curve for many.

Initially, ignorance about CLD led to misconceptions about our role. Some saw the organisation as a funder and sought to serve their own or their group's agenda rather than the wellbeing and development of the wider community. Others saw Roskill Together as 'doing it for them'.

MT ROSKILL

Pūtea nanea Sufficient funding

Generally, resourcing provided a sense of security, although some conflicts arose as to on what and via who such funding should be directed. Looking back, it's probable that some funding priorities could have been better directed.

Taumata rauemi tika tonu Equitable resourcing levels

All communities received the same level of funding. This meant that Roskill Together,

working with a larger local population, was challenged to achieve levels of engagement comparable with other communities. Roskill's scale has been identified as a key handicap, ultimately making their initial plan unfeasible. Staff found themselves spread thin, and operating limited resources compared with other pilot communities.

The community plan generated a sizeable workload, and despite a population of 60,000, Mt Roskill received the same pilot funding as other significantly smaller communities – to the point that we could say the plan wasn't deliverable with staffing as funded. Staff were simply spread too thinly.

MT ROSKILL

Kaimahi tahuri me te aratakinga taketake

Staff turnover and local leadership

For some groups, a high staff turnover and local leaders led to a lack of continuity and constant staff orientation, stealing focus from community engagement.

Āta titiro ki ngā whainganga atu I ngā raupapa mahi

Too much focus on process, rather than outcomes

A few found the focus on CLD detrimental to the outcomes achieved.

Due to initial ignorance, Trustees found themselves in a lively discussion about the relative merits of Community Development vs Community-led development!

MT ROSKILL

Tauwhirohia te kitenga

Sustaining the vision

Constantly reminding ourselves who we are, and why we exist has been essential.

Constantly reminding ourselves who we are, and why we exist has been essential. Kia mōhio mai ko wai mātou he mea nui.

Staying true to CLD principles helps communities maintain core values and vision. And on a fundamental level, all leaders want to



make life better their communities, with them rather than for them.

It's all too tempting to take shortcuts via the familiar. But that's at odds with making our work sustainable. Ensuring the growth of connections, networks and leadership is just as important as achieving project outcomes.

We know there are parts of the community who remain unengaged – mostly for lack of the right connectors around the Leadership Group table. Project workers connect with some, but not all; and unless someone gets alongside the unengaged, understands their interests, and can draw them into looking forward, they will remain uninvolved.

MANGAKINO

Current practice needs to be reappraised and values and vision need to be reflected on regularly to keep the team on task. The tyranny of the urgent often distracts from fundamental priorities. Regular reviews and team retreats, along with an almost ritualistic retelling of values and vision are highly recommended.

The tyranny of the urgent often distracts from fundamental priorities. Kāua e wareware ki te ngako o ngā mea nui.

Ngā pokakētanga o te kāwanatanga me te kaiwhakahāere Differentiating governance and management.

Finding a treasurer challenged all the pilot groups. Most experienced the lines between governance and management becoming blurred. It's difficult to maintain boundaries where you are working in and with your own community.

Finding a treasurer is a challenge for many NFPs including ours.

NORTH EAST VALLEY

Mā te hē ka ako Learning from mistakes

No group was unable to learn from mistakes. CLD work is iterative and emergent, with many unknown variables. In general, groups appreciate this, providing there is opportunity to leverage such learnings, moving forward.

Our process has been far from plain sailing – entailing sleepless nights for some, but also opportunities for reflection and learning.

NORTH EAST VALLEY



Whakaaro, taputapu me nga rauemi Ideas, tools and resources

These best practice ideas and tools build on our key insights. They are assets we either used successfully, or wished we had! Items are listed chronologically because some tools have been particularly useful at specific stages. Many of the resources linked offer additional, more general content.

Ka takatū Getting ready

- It's a journey – be ready to do lots of listening; be open to learning as you go; and be prepared to change your approach.
- Think about scale – CLD works best at the local level: street, neighborhood, suburb, small town or rural region. Local is the scale at which you bump the same people on a regular basis. Therefore, the meaning of 'local' can differ vastly in scale – e.g. between rural and urban places. What is local for you?
- Leadership – what does leadership look like in your place? Who are the community

leaders – official and unofficial? These are the people who can connect you, help kick start your idea, or conversely, block it. Useful for understanding leadership is er.educause.edu/articles/2015/10/on-becoming-a-leader-building-relationships-and-creating-communities.

- Governance – how can local people be part of the decision-making processes and plans that affect community life, and getting things done? Useful is: rtmteam.net/page.php?section=overview_of_ecg&pageID=25 and governancecode.org.
- Management here means organizing in community-led ways, and getting it done. Who has that capability in your situation, and how can your project be managed in community-led ways?
- If you are going to employ people you must check ird.govt.nz/payroll-employers/become-employer/become-employer-index.html. For recruitment and staffing see hrinz.org.nz.
- Clear policy is part and parcel of organization building. There are some good templates at community.net.nz/resources/community-resource-kit/important-policies.

- Key Questions: Why are we wanting to work in a CLD way? What might success look like? And for who?

A te wā ka tīmata koe As you begin

- Prioritize: Put time into what matters. CLD is time and resource intensive, and the pilots have proved the value of working to the priorities and pace of the community (i.e. grass-roots people and volunteers, not just funders, paid workers and organizations). So, get a sense of local priorities and pace. Creativity helps, and can add fun. Candychang.com/work has some good starter ideas.
- Start where people are: Find out what matters to them and what they'd like to be part of. Look for the brighter spots – and build on things that are working best. Appreciative Inquiry can be a useful way of engaging. Check out positivitystrategist.com/appreciative-inquiry-overview.
- Make connections with existing groups, especially those who will benefit most from your ideas. What are they already doing? What are they interested in being part of? Grab contact details so you can update your community as you build it. Asset mapping is one way – check

CLD works best at the local level: street, neighborhood, suburb, small town or rural region. Ka mahi tika te CLD i ngā wāhi tūturu

out ohcc-ccso.ca/en/courses/community-development-for-health-promoters/module-two-process-strategies-and-roles/tool-mapp.

- Create interest and capacity – what's in it for your collaborators? How can you build capacity, trust and leadership? See ctb.ku.edu/en/table-of-contents/leadership/leadership-functions/build-sustain-relationships/main.
- Get some modest early gains – Add value to what is already going on and show you can deliver. Actions trump words.
- Be visible and available – in a location where people can find you, but also by getting out from from your desks regularly.
- Volunteers are the lifeblood of community-led-development. See volunteeringnz.org.nz
- Key questions: Where are we now? What do we already have that works well? Who else is in this space? Who will benefit? How might we talk with them to see what they are interested in?

Direct engagement was more effective than surveying. Mā te takatū ka tika te rangahau

Hanga hōtaka me te mahitahi Planning and collaborating

- A collective focus and approach can best be gleaned from hui and conversations, to help generate collective vision, values, goals and approaches. For most, direct engagement was more effective than surveying. Creating such events is explained at ctb.ku.edu/en/table-of-contents/leadership/group-facilitation/main and about.conversations.at/unitedway-wa.org/members/wp-content/uploads/2013/04/CommunityConversationKit1.pdf.
- Interactive and creative engagement should be baked in. Whirinaki found the pathplanningtool.co.nz particularly effective.
- A memorandum of understanding (MOU) will seal the deal. Get a template for that at elearning.tki.org.nz/Media/Files/Memorandum-of-understanding-template
- Goals and measures should be part of your planning – how will you measure success? If you can't be all things to all people, so what can you be? There are some good ways of working that out at ic.org/wiki/setting-community-goals-and-values-in-a-vision-statement.

- Facilitating roles. This doesn't mean you don't do any doing, but that even through your doing you are trying to enable others to achieve their goals. Some information on the four stages of facilitation is at sc.edu/fye/events/presentation/sit/2005/pdf/l-57.pdf
- Sharing the news. Regular reflection and review, and sharing stories and will ensure your work has credible visibility in the community.
- Offer ownership, welcome people as equals.
- Funders at meetings can broker common understanding and enable them to be of service directly, as much as resourcing projects.
- Key Questions: How will we work together? What kinds of things can we do together? What are our different roles? How will this grow community-led development?

Ka tupu, ka mau, ka hāere tonu Growing and sustaining momentum

- Follow passions: Involving more people in CLD isn't assimilation. People experience agency most when they can follow their passion. Participation

techniques are at ctb.ku.edu/en/increasing-participation-and-membership.

- Parallel processes: Use subcommittees, action groups and project champions to get and keep things moving in parallel with each other. Check out the Constellation Governance Model: tonyasurman.commons.ca/wp-content/uploads/sites/3/Surman_2006_Constellation-Governance-Model_CSI.pdf
- Different leadership styles may be required. Projects vary in lifespan and public interest, so consider leadership and reporting alternatives to inform without overwhelming. Leadership style guidance is at nationalcollege.org.uk/transfer/open/adsbm-phase-4-module-4-understanding-the-leadership-of-organisations/adsbm-p4m4s3/adsbm-p4m4s3t3.html
- Sustaining momentum requires direction, and the Ecocycle (Panarchy) is a great tool to help maintain that. It also helped us to consider what we might do with that and helped us have some great conversations: See inspiringcommunities.org.nz/eco-cycle-of-collaboration.
- Key Questions: Where are we now? What's next? Who has passion and energy for this? Does it still fit our vision and goals? Who else might we work with?

Kei te aha? So what?

- Long term requires reflection. And the reflection action model is a great tool: enviroschools.org.nz/enviroschools_programmes/action_learning_cycle
- Learn by doing – from what works and what doesn't. CLD leverages experience from one project into the next, and whatworks.org.nz offers tools for curating experience.
- Indicators worth monitoring are: participation, progress, performance, possibilities, people outcomes and policy changes. More at: inspiringcommunities.org.nz/are-we-making-a-difference
- Getting an overview can community-led without over-taxing people. Great ideas at files.peacecorps.gov/library/M0086.pdf
- Applying learnings can be quite another matter, but frameworks like the Quadrants of Change are useful: inspiringcommunities.org.nz/quadrants-of-change
- Data gathering can lead to more: engaging and mobilizing, sharing actions and their effects. See outcome storytelling guidelines at blogs.ncvo.org.uk/2016/03/08/once-upon-an-outcome-effective-impact-stories

- Key questions: what happened? How well did it go? Who was involved, and in what roles? What did we achieve? What new possibilities emerged? What will we do now?

Ka hāere tonu Moving on

- Projects change. Fixed funding terms required us to consider sustainability from the outset. One method has been to nurture leadership across the board, which in turn can cross-pollinate. See inspiringcommunities.org.nz/resources/leadership
- Ensure accessibility, if you want a positive legacy, ensure tangible resources are in accessible places and ongoing costs are covered.
- Sustainability and resilience are built as we move beyond doing *with*, towards doing *as* communities.
- Create space for grassroots contributions from all kinds of people, not only the leaders.
- A little humility goes a long way: Reminding ourselves that we're facilitators more than project managers encourages new models, enabling new projects, without necessarily the burden of responsibility.

A matou korero purakau

Our stories

Ngā hīkoitanga a ngā hāpori arataki e whā

Four community-led development Journeys, as told by local leaders

Each pilot project has developed resources and expertise.
To find out more, contact them directly.



The Department of Internal Affairs (DIA) is committed to the goal that New Zealand's diverse people and communities, hapū and iwi

are resilient and prosperous, taking the lead in identifying their aspirations, and being resourced to do so. Each community recounts

their unique experiences over the project's five years, to provide context for the thoughts and tools offered in the previous sections.





North East Valley

northeastvalley.org

The Valley Project promotes our offerings, and builds community ties and whanau wellbeing by:

- Enhancing the life of the community, with a focus on child and family.
- Helping promote, coordinate and implement education, care, environment, action, initiatives and establish new charitable activities.
- A process to identify needs, prioritize, evaluate resources, enable activities and publicize them.
- The project emerged in response to social and economic factors such poor housing's detrimental effect on child achievement levels. CLD shifted our focus from deficits to assets, creating a coalition with community-led priorities.
- These priorities in turn informed a plan identifying 11 key action areas with numerous potential ventures. Strategic partnerships between community groups and service providers saw new initiatives emerge, and grow to contribute back richly.
- A community garden was an early win, bringing scores together to transform a disused school field into a thriving productive garden. The garden became a fitting metaphor for our development, as interaction flourished, working bee gatherings germinated other ventures.

- By the time we joined the DIA CLD Pilot, a public process had incorporated a society with 70 founding members and a governing executive of ten. The pilot then enabled a part-time staff of an editor and two community facilitators.
- The Valley Project is governed by an executive board of ten volunteer members, elected by NEVCD Project Society of about 150 members. At the pilot's conclusion, a part-time staff of an editor and two community facilitators were appointed.

CLD shifted our focus from deficits to assets, creating a coalition with community-led priorities. I nuku a CLD I ā rātou tifiro I ngā nama ki ngā rawa ka mahitahi ki ngā tino hiahia a te hapori arataki

Kaupapa Projects

Food security

Apple pressing and Fruit harvesting: 473 fruit trees not fully harvested were identified, owners approached, fruit harvested,

preserved, and made into pies, preserves etc and distributed. Excess fruit was processed into juice.

The Valley Project receives 10,000 kg of food annually from Foodshare and distributes to families in need and at community events.

Social inclusion

Key events built friendship and support as we worked and played together:

- Matariki Hunga Nui is becoming an annual highlight, with 2016 seeing a crowd of 500+, kapa haka groups and other art and cultural presentations.
- BYO community dinners are held three times each year.
- Christmas and Halloween parties are held, along with other events for children.
- The Creekefest, (crowd 1500+) was highly successful.

...the hub has been vital to our overall success. Ko te rito te kaha o ta mātou anga ana ki mua.

Connecting the community

The *Valley Voice* newsletter shares both stories and events. Our general Facebook page has attracted over 1000 likes. And a cross-pollination of posts across special interest Facebook groups Valley Kapa Haka, the Valley Youth Network, Community Gardens, Love the Lindsay, and the Valley Community Workspace ensures that people stay well-connected and events well-attended. A regular slot on local Access Radio adds to the media mix.

Child and family education

Classes include multi-cultural women's computing, English, Te Ara Reo Maori, Kapa Haka, Code Club, Cosy Homes workshops and Speed Dating With Scientists. A local scientist posts regularly in the Valley Voice.

The Community Gardens encourage learning by doing, as do the SPACE Programme and Parenting Toolbox courses. Parents' Coffee, Ecology Workshops at Creek Fest, Tinker School, Valley Community Workspace and The NEV Shed all encourage community care.

Environmental outcomes

We partner with the Valley Community Workspace social enterprise, which develops practical solutions for an oil-free future, including the Bike Library which we support directly and who are our primary tenant at 11 Allen St. The bike workshop and library are well well patronised with 'customers' lining up each weekend for repairs, instruction or to purchase a recycled cycle.

Creek Fest has been hugely successful and a launching pad for our *Love the Lindsay* project: raising the profile of the creek with community and stakeholders, and the creek clean-up is emblematic of Creek fests environmental focus.

The NEV Community Gardens has celebrated its 5th anniversary and a new community garden has started in Pine Hill.

Housing

Through our Cosy Home initiative, we have trained home performance assessors, run insulation workshops, flash-mobbed homes to make them warm, and gifted window film insulation.

Community rooms

Moving the existing rooms to school classrooms on an adjacent site and refitting as a community hub was our first serious venture. Now well-utilized and a significant bump space, the hub has been vital to our overall success.

Ko ngā painga mō mātou What worked for us

Mentoring relationship with DIA staff

Having a key funder representative provide ongoing liaison helped develop a healthy partnership with DIA, enabling:

- An outside voice to balance parochial interests.
- A wide knowledge of the community space and successful case study models, stimulating imaginations rather than imposing.
- Knowledge of the state sector and means to access resources.
- Relationships brokerage with other groups and funders
- Initial and ongoing consultation

Feedback

Becoming proficient with a variety of feedback tools has been essential. These have included:

- Postcard mini-questionnaires sent to households and shops; returned via drop-off points.
- Tea parties and street parties with informally directed conversations.
- Community dinners with a feedback opportunities, from display boards through to tablecloth and place-mats writing.
- Community forums with world-café-style engagement.
- Larger community events with post-it notes, Christmas tree star wishes, written prayers, feedback stall/table.
- 'Folding Guild' chats amongst people folding the community newsletter.
- Questionnaires added to the Valley Voice.
- Focus groups for University of Otago projects and DIA feedback.
- Pop-up shops with display boards and open-ended questions.
- Community leader forums to discuss development.

- Guided conversations with various established groups.

Becoming proficient with a variety of feedback tools has been essential.
I te matatau i ngā momo taputapu urupare ka tau.

Asset mapping

Our early focus on assets leveraged community feedback to identify gifts, strengths and resources, and developed new connections and directions.

Each school was identified as a community hub and children, with staff and parents engaged creatively to tell their stories; as were business and community group stakeholders. Leads were followed up organically, creating networks and new initiatives such as the Community Garden. Community assets were represented visually on a wall map, and in scrap books, focussing on education centres.

Results were fed back through public meetings and informed our developing vision, creating criteria for our collective involvement. And with ongoing consultation that's a dynamic process rather than an inflexible plan.



A diverse and representative executive

From the outset, the Valley Project has aimed for diversity in governance appointments. Having a rich range of experience on the executive made for some robust discussions, leading to our seeking help to achieve respectful and productive meetings. Ultimately diversity has resulted in increased collective wisdom and good decision-making processes which consider the whole community.

Society incorporation

An incorporated society model has allowed a wide membership base with effective governance elected from within. Solid legal advice aided the constitution's development and we consulted extensively with prospective members through the incorporation process. After six years, the constitution is due for review, and we find this legal model longer suits our current practice.

Building on an existing foundation

Community activity and support programmes are not new to our area, and so from the outset the Valley Project leveraged existing people, programmes and resources that could be brought together to meet common goals.

Typical was our merging the Valley Project with the NEV Community Programme: After two-decades of running school care and art classes programs, NEVCP was finding its top-down

approach ineffective, and struggling with government community funding changes. The Valley Project merged with the NEVCP, taking over operations including the successful then-titled *Valley News*, introducing a dynamic CLD approach.

Bringing people and groups together has been key to our success – we find what the community is passionate about and where the requisite skills are, and connect them with resources, space and a wider community.

Social events

Social inclusion was prioritised early, to meet



a need for low cost family-friendly, multi-generational gatherings.

We expanded dinners organised by the Community Choir and dance groups for a wider audience, giving special focus on welcoming new immigrants, such as with an international cuisine dinner. Even early on, Christmas Gala events attracted large crowds and provided groups with showcasing opportunities.

All social events include an update on the Valley Project and provide opportunities for ongoing conversations. Each month a 'Folding Guild' gathers to prepare the Valley Voice for distribution. It's very much a social occasion, where up to twenty gather, share food and talk about local matters – often stimulated by the content of the Valley Voice itself.

And we're learning to take Jim Diers' motto seriously: "Why have a meeting when you can have party?", so we try to include food and fun at AGMs, Society and executive meetings. And having intentionally social gatherings outside of business meetings has been healthy for the executive.

A growing partnership with iwi and our effort to incorporate tikanga has helped us to value

whakawhanaugatanga over and above Westminster processes.

The Valley Voice

The Valley Voice is flagship and front window – the most visible encapsulation of our work and of the many opportunities to participate. The Voice has grown in step with the Valley Project in scale, production quality, and reach. Along with the printed newsletter, a website, e-zine, a thriving Facebook page, and community noticeboards are all well utilised.

Community ownership, leadership and action

A key cornerstone was laid in 2008 with our commissioning a 6-month asset-mapping exercise.

Getting our heads around CLD was helped by pioneers including Peter Kenyan of *Bank of*

...the activities and programmes with the greatest degree of community ownership and leadership are the most successful.
Ko ngā kaupapa kua takoto mai i te hāpori arataki ka ū ka anga ki mua.

Ideas, the Victory School team, and Jim Diers' talk in Invercargill.

Both outside agencies and community members often view us as service providers, so it's a challenge to stay focused on the ultimately more valuable task of enabling the community to provide its own solutions.

And the activities and programmes with the greatest degree of community ownership and leadership are the most successful.

Matariki huanga nui and Creek fest are highly valued events for our community, which has contributed hundreds of volunteer hours to them. And these have spawned other highly valued projects such as the Lindsay Creek Clean Up and Valley Kapa Haka Group. Such events demonstrate the value of contributing, and so the community has gained agency.



Iwi partnership

Given the importance of developing a relationship our local iwi, we were fortunate to have a strong young wahine on our executive who could lead us in tikanga. Adopting tikanga such as mihi, karakia, manaaki, the importance of kai and upholding the mana of each person has helped us to work together in a more life-giving, sustainable and productive way.

This path led us to a noho marae where the executive spent the weekend at Puketeraki Marae. The support of a local kaumatua and Ūpoko of the marae, David Ellison, has provided an opportunity to listen to the heartbeat of iwi and gauge iwi priorities for the Valley, chief amongst them being local awa and the realizing a partnership to promote the mauri of the awa. From this arose our *Love the Lindsay* campaign, our inaugural Creek fest and a Creek clean-up day. In appreciation, we received two beautiful tukutuku panels lovingly woven by people of Puketeraki, which now adorn our community rooms.

This growing relationship, along with other initiatives such as annual Matariki celebrations has seen local Maori people develop confidence to work within the Valley Project on new initiatives. A kapa haka group was launched by young

local Maori welcoming a wide range of ages and ethnicities. An adult Te Reo programme has now run for three years, and waiata and basic te reo has been taught at the local play group.

Ngā taki Challenges

Keeping focused on core business

We want to make life better for children and their whanau here. We want to do it with people rather than for them. We value everyone's gifts and work hard to be inclusive in actions for a positive future. So constantly reminding ourselves who we are and why we exist and how we do things is crucial. We try to keep focused on CLD and remember our core values and vision.



Maintaining values and vision

Current practice needs to be examined and values and vision needs to be reflected on regularly to keep the team on task. The tyranny of the urgent often distracts from the ultimately important. Regular reviews and team retreats, along with an almost ritualistic retelling of the values and vision, are highly recommended.

Lessons from accounting

Finding a treasurer is a challenge for many NFPs including ours. Good support from a friendly accountant notwithstanding, it's an

expense that we'd like to reduce. We now enjoy an effective financial committee with a volunteer accountant, a skilled fundraiser and day-to-day staff bookkeeper, with our systems transitioned to Xero and soon to be augmented by Thank You Payroll – all aiding management, simplifying, and reducing overhead.

Learning from mistakes, appreciative inquiring, and employer challenges

Our process has been far from plain-sailing – entailing sleepless nights for some, but providing opportunities for reflection and learning. The *appreciative inquiry* process is a useful tool, and we sought external help to improve decision-making processes. The fruit of this is a more mana-enhancing, way of running meetings.

He aha atu? What next?

A sustainable, enabler model

The DIA funding partnership allowed us to make a immense progress in just five years. Now we're becoming more independent and

looking for new ways to make what we do sustainable we are more intentional about being enablers, more focused on building, supporting and unleashing our volunteer base.

A fundraising strategy

A more complete and sustainable fundraising strategy with an emphasis on strong mutual relationships with funders has new priority, while we also explore innovative funding ideas from within our base.

Engaging with Otago University

We have New Zealand's best university on our doorstep and many students and academics living near our valley. We've hosted classes as students have engaged in a joint research project. They have both interned in our office and pursued post graduate research on aspects of our work. Similarly, a student-lead business advisory group developed a business plan for one of our social enterprises. The Community Accounting Service (an Otago Business School and Council of Social Services partnership) has provided accounting and IT support. Our engagement with Otago has been important and fruitful and will be going forward.



Photo: Tiffi whakamuri hei anga ki mua



Mangakino

mangakino.net.nz

- Mangakino CLD is about people who live in, or have a stake in our communities, visualizing our aspirations together before working together to realize them. It's about us. The five years of this pilot have seen us stay focused on helping our people realize their dreams and passions for their whanau into the future.

Supported by DIA, the work has been led by a core of local people with two part-time project workers. From the outset, we enlisted Inspiring Communities to support the CLD approach, and assist with evaluation.

Leadership appointments were made by a CLD election process to represent key community sectors. Leadership group turnover was handled by appointing successors from the election list, or by new people who came forward.

- A week-long community engagement process "Wow, ē tū Mangakino, let's dream!" was a key early initiative, named by local rangatahi Alex Heta and supported by Kaumātua Hemi Curtis. A pop-up café featured a dream wall, history timeline, maps and plans, an asset map, and a skills-sharing register, all of which had plenty of input from drop-in visitors. The curated input was presented at a Lakefront weekend event, which generated stimulating discussions.

- These processes engaged children to elderly, Iwi and rural residents, and the common themes and ideas that emerged have been our reference point going forward. Many ideas weren't new, but the process encouraged deeper consideration and commitment to bring them alive. We've worked out our own approach to CLD, and five years on, that still helps us find new ways of working together.



A mātou kitenga Our focus

Four themes came out of Wow ē tū Mangakino!

- Vibrancy
 - Learning
 - Health, wellness and forward focus
 - Earning
- The first two themes dominated initial years, and later we expanded to the latter two. Each theme embodied community aspirations, so our approach was to invite those motivated to create a practical plan. Here the Leadership Group avoided dominating, our Project Workers remained on hand, but in support with, rather than acting for.

Hōtaka mahi 2014-2015 action plan

The Action Plan Infographic shows focus areas under each theme.

...the Leadership Group avoided dominating, our Project Workers remained on hand, but in support with, rather than acting for. Ka tuku te rākau e ngā kaiarataki ki ngā kaimahi, ka tautoko tonu

Kaupapa Projects

Earning

We invested in promoting via Tourism Radio – a GPS-based rental car and campervans system,

resulting in 300+ more campervans coming to the township, and many more visitors coming to check out the area.

- Highway and street signage featured the lake, swimming, wakeboarding, cycling, walking.

Learning

- Opportunities for rangatahi and whanau to learn Te Reo, cultural skills, work and relationship skills.
- Training to strengthen local organisations.
- Preschools and schools collaborating for all the community."

Earning

- A workforce plan and training designed with employers – creating pathways into local jobs, addressing any barriers like transport.
- More promotion to visitors and potential residents.
- Touring a mobile information site through the North Island.

Healthy, well and forward-focused

- Vital information and support for warmer, drier and healthier homes. Collaborating on easy wins.
- Developing leadership, and awhi people who step up to help make things happen.
- Reaching across neighbourhoods, sectors and organisations to progress and update.

Vibrancy

- Mangakino is known as a vibrant family-friendly place.
- We're now setup with systems to plan activities, publicise and promote.
- We're capturing and sharing our own stories.
- Our rangatahi are leading great activities.



- The Dam Info Caravan created a mobile network to push Mangakino's offerings wider, to the Taniwha multi-sport nationwide event, Waitangi Day celebrations in Taupo and local events such as Easter Raft Race and Christmas Float Parade. The Dam Info Caravan will in future be a shared resource based in Putaruru.
- Heritage Trails in Whakamaru and Mangakino, linked to the Waikato River Trails, celebrated our history and encouraged visitors to linger. October 2016 saw locals and former residents welcomed onto Pouakani

Marae to bless the Heritage Trail and share memories and stories.

- Together we can support locally-run businesses who can 'weave' with the community, expanding employment.
- We developed good partnerships with outside agencies that mandated to support the district, such as Enterprise Great Lake Taupo. We know from experience that if we don't speak up, we miss out.
- We support ongoing connections with Taupo District Council, Destination Great Lake Taupo, Taupo Events, Destination

Pureora, Waikato River Trails, and Local Businesses to promote growth and tourism.

- We contracted external assistance in 2016, to create career training and work experience etc.

Learning

- We learnt together in training events, sustainable funding workshops and social enterprise
- Our project worker helped create career-focused learning opportunities, and get rangatahi to courses elsewhere.
- Pouakani Marae is rebuilt, its trustees are engaging the community to create an activity Hub.
- Mangakino Area School collaborated with other schools and organizations to improve senior student programs, retention and qualifications. Whanau were invited to student learning, and Whanau Ora was established.
- Whakamaru School is engaging wider, via sport and culture, and supporting the Heritage Trail.
- Youth in Emergency Services was launched, collaborating with Turangi to support rangatahi in training within St Johns, the Fire Service and Coast Guard NZ.

- Fifty Plus club launched a monthly garage sale, helped by a funding workshop.

Vibrant

- Locally-led events flowed out of Wow e tu Mangakino! – Neighbours Day activities, the Raft Race, Easter Services and Matariki, many of which are now annual. Management capabilities have grown, and with them historic events like the Christmas Float Parade have flourished.

- Noticeboards were setup in Mangakino and Whakamaru town centers, with calendars and community information

- mangakino.net.nz has been redesigned and relaunched with a community noticeboard. The site has been well used with 9957 views in the first 3½ months.
- facebook.com/mangakino attracted 1200+ likes by Dec 2016.

- A Resource Shed opens early 2017, providing the opportunities for groups to network and share resources.
- The long awaited Mangakino Skate Park was opened in late 2014 with wide youth and organizational support. Used constantly, it's a source of pride and cared for, and still looks brand-new.
- Our project workers supported youth leadership practically, enabling youth to access (and win) a skateboarding competition in Turangi. The defenders, helped by community and youth workers, then organized a regional competition back home.
- We are building stronger regional connections –Whakamaru Ratepayers and Residents are represented on our leadership group, and are practically involved, contributing to the ongoing development of Sandy Bay, Mangakino and the Whakamaru Heritage Trail.



Healthy, well and forward-focused

- By funding carvings, we helped relaunch Pouakani Marae.

...both the decisions and the ways we collaborate will positively support the whole community into the future. Ka whakaaro tahi ka anga ki mua te hāpori

- To improve the quality of our housing stock, we helped 14 local people into Home Assessment qualifications. Combined with a new curtain bank, families are now getting the assessments, insulation and advice to make their homes drier and warmer.
- We prepared profiles to help groups to promote their activities, via notice boards and social media.
- We initiated stakeholder meetings which, over time, have strengthened as groups and organization's increasingly share facilities, resources and knowledge.
- A non-resident database sees holiday home owners connected to the community via email and social media.
- Neighbours Day prompted Huamai St residents unite to create a playground.

Ngā mea pai me ngā taki What worked for us, and challenges

Tangible and intangible outputs and outcomes

- The community conversation is constantly growing. CLD is not always the fastest route, but we sense progress as both the decisions

and the ways we collaborate will positively support the whole community into the future. Visitors and locals often say the same thing: "Mangakino just feels good".

- We're proud of new facilities and infrastructure our communities have created and are now enjoying.
- We're similarly proud of how the CLD approach nurtured leadership and collaboration.
- Individuals and organization's report how useful training and capacity-building has been. Learning together builds community as well as knowledge and skills.
- We're proud of our evaluation process – it's helped us reflect on the deeper changes, and understand how to initiate positive change.
- Four most significant changes were identified by participants at the Most Significant Change ¹events in November 2016. Each aligns closely to CLD philosophy:
 - People are feeling more empowered in Mangakino to work together and to get things done. Young people enjoyed being involved.
 - Increased positivity: pride and vibrancy. People notice it and feel it.



- Willingness to change attitudes and to get up and do something to benefit your town and yourself.
- Awareness of how leadership style (especially when more collective) can create change across the Quadrants of Change² (Personal, Relational, Structural and Cultural).

Relationships generating ideas and confidence

- The importance of starting face to face conversations – and not expecting them to be easy. Don't be offended if that doesn't go well first time, just be prepared to engage again

- Be real! Don't aim to offend, but also don't be so PC that you never have the real conversation that's needed.
- The ability to listen, and express without too much, focused on the community, rather than about me.
- We have all learned more on how to exercise kindness and empathy even when we may disagree.

Location and Resourcing

- Support from the chair and DIA Advisor, complemented by CLD mentoring and coaching



- meant community brokers quickly learned how to model a community-led approach.
- Basing project workers at the Service Centre and available at regular weekly hours – encouraged people to drop by for those kano ki te kano (face to face) conversations, to question and contribute ideas.
- Working in a shared space with Council workers has provided broader collaboration experience.
- We feel hugely privileged and confident knowing DIA will support sound project ini-

tiatives, that with effective resourcing and management, things can really happen.

Project workers

The four project workers assisting our pilot have all been different. We share with them our understanding, knowledge, background, relationships, families and connections, to enable others to step up.

Engaging local people

- Understanding people's passions and where their energy could be used; making space for newcomers to engage; but not overburdening them with tasks – timing can be crucial.
- Encouraging the wider community to talk/ask/share and even vent about local issues. We need to know where the fault lines lie.
- Everyone has a different way of expressing themselves and we shouldn't prejudge.

Managing expectations – and persistence

- Managing expectations has been challenging when some expect the Leadership Group will do everything. Some leaders are more used a professionalized model where

paid staff implement, so we may need to re-center on the CLD approach and clarify the role of paid workers.

- Many community members are unaware of what is required behind the scenes – and the patience needed. The Heritage Trail, for example, took two years of planning.
- It was hard to get people to organize their storytelling – visual or verbal; and engage with their whanau and neighbors. The design, production and siting of story-telling boards required a lot of negotiation. We could, of course, have driven the Project harder, with less frustration if we skipped community involvement– but then it wouldn't have represented OUR community – which is the whole point!

Timing

Sometimes great ideas get stuck. Our skate park had been talked about for decades: When it finally came into being, the CLD approach ensured it had a massive impact. That required resources, commitment to younger, co-designing stakeholders, learning how to work with Council, designers and planners, and of course Council's commitment. All of which has enriched local relationships and rangatahi sense of ownership.

Sharing the load

- Some Leadership Group members carried much of the responsibility for the DIA relationship and caring for resources. On reflection, clearer expectations about time commitment, and periodic reviews / Kia tika te whakatakoto kaupapa to provide opportunities to recommit or leave (acknowledging personal circumstances), would have helped us manage change better.

Layers of community and possibility

We know there are parts of the community who remain unengaged – mostly for lack of the right connectors around the leadership group table. Project workers connect with some, but not all; and unless someone gets alongside the unengaged, understands their interests, and can draw them into looking forward, they will remain uninvolved.

CLD support

Support, mentoring and coaching from Inspiring Communities and DIA for leaders and project workers has been vital, and it's been boosted by yearly Hui: The opportunity to bounce ideas



around with other communities, and get recharged was an annual highlight.



What's next?

- Over the coming six months we are in hand-over mode, pending either local

Council or community organizations or networks taking our efforts further.

- Much of the transition is already negotiated, with projects being developed to be sustainable over time, in practical areas such as the skate park's maintenance and insurance, signage, managing the Dam Caravan, and the Resource Shed.
- By mid-2017, we'll have an ongoing home for some communications processes such as monthly calendars, profiles updating, social media, website and newsletters.
- We'll ensure the Curtain Bank is sustainable and well-integrated with Cosy Homes Projects
- The Cosy Homes initiatives already have a home with the Mangakino Health Services.
- While winding down the formal structure that helped our community to come together it's still vital to keep this conversation active, and nurture connections – both established and new.

Notes

- 1 For more on this see <http://whatworks.org.nz/frameworks-approaches/most-significant-change/>
- 2 For more on this see: <http://inspiringcommunities.org.nz/quadrants-of-change/>



Mt Roskill

roskilltogether.org.nz

The Mount Roskill community-led development pilot was operationalised by Roskill Together Trust (RTT), now operating as a Charitable Trust, with community-led development legally enshrined as our mission.

This status will help enable RTT to continue beyond DIA funding with a combination of philanthropy and income from contracts for the local board and Auckland Council.

Kitenga Vision

Help to create a prosperous, safe, and strongly connected Mt Roskill/Puketāpapa community that is diverse yet cohesive.

Tono Mission

Plan and implement community development programmes.

To involve stakeholders, motivate the community, and build on the relationships, resources and assets we already have in Mt. Roskill.

Ūara Values

We believe in a bottom-up approach that sees the goals and aspirations of the community addressed. RTT will work together with local people in a sustainable manner that enhances and empowers our community.

Whai Tikanga Priorities

Widespread consultation started early, mainly via 'summer slickers' and community forums. We wanted to consult as comprehensively as possible with a view to creating a deliverable community plan – an intensive and time consuming exercise meaning Mt Roskill was bereft of a community plan until the end of year three.

Nonetheless, the development priorities elicited are robust and remain important to our future strategy:

- Growing community connectedness
- An improved local environment
- Improved employment opportunities
- Health and wellbeing

Mahi kōkiri Engagement initiatives

- **Summer Slickers:** Fun children's activities which also reached parents with a short questionnaire.
- **Street Parties** both engaged people in the project and assessed grassroots priorities. The resulting toolkit is now used for the Children's Panel contract deliver for the local board;
- **Walker Talkers:** Sited at Roskill Youth Zone, Wesley market and at local events such as Matariki and the Grammar Expo, Walker Talkers enabled staff to start conversa-



tions and build relationships. A community minibus proposal came directly out of these events, with seven groups currently signed up so far, working towards funding a minibus based on a sustainable model¹;

- **Door knocking** helped local people design a survey to get a pedestrian crossing installed;
- **Community Forums:** Lunches for local people to discuss the community plan, and special events showcasing good CLD practice from elsewhere;
- **Roskill Champions:** Signing up community champions, helped develop grassroots leadership and has led to champions serving on the RT board, but hasn't engaged large numbers.
- **E-Bulletin:** A bi-monthly newsletter is distributed to the champions database bi-monthly. The database has doubled recently, with 95% of the Roskill Community Network database opting into the bulletin.

Arataki-ā-hāpori Community-led development

Initially, ignorance about CLD led to misconceptions about our role. Some saw the organisation as a funder and sought to serve their own or their group's agenda rather than the wellbeing

and development of the wider community. Others saw Roskill Together as 'doing it for them'. Ideas for development have frequently foundered when it became clear that that local people will have implement, rather than Roskill Together staff, and an idea for a local night market is a prime example of this².

Rawa Resources

The community plan generated a sizeable workload, and despite a population of 60,000, Mt Roskill received the same pilot funding as other significantly smaller communities – to the point that we could say the plan wasn't deliverable with staffing as funded. Staff were simply spread too thinly. A new strategy, operational plan and communications plan is now in place to address this in our first post-pilot year, relying on a mix of external philanthropic sources and contract income. Currently, Roskill Together staff are handling seven contracts for Auckland Council and the Puketāpapa Local Board.

Initially, ignorance about CLD led to misconceptions about our role. Tuatahi, ka hāere kuare mō CLD ka huri pōkaikaha.

Kaupapa whakahāere Pilot projects

May Road safety

A wide range of age groups were surveyed and engaged to campaign for a pedestrian crossing. Adults and children, with Bunnings support, created wooden art pieces to be displayed along May Rd, warning motorists to slow down. This tactical urbanism, combined with Local Board and Auckland Transport lobbying resulted in a pedestrian crossing by July 2016. View an animated presentation of the campaign at youtube.com/watch?v=nitlWeTmedA.

Roskill Retirement Village

Staff helped organise to re-commission a disused village hall. A committee developed a programme of educational, health and leisure activities, and the hall now operates independently of Roskill Together with hire income funding activities. View an animated presentation of the project at youtube.com/watch=acc-lmDvio0

E-Bulletin

A bi-monthly publication produced by staff.

Kaupapa kirimana Contract projects

We secured contracts from both Auckland Council and the Puketāpapa local board, in the final year of the pilot.

Roskill Community Network

Staff host a monthly network meeting for local people and agency staff, typically with speakers covering a theme such as homelessness, health, safety, or family violence. Funded for a year, the contract is at its midpoint.

Roskill Community Services Directory

A comprehensive community services directory was produced, for print media (and digital to follow) updating a previous 2013 directory.

Te Auaunga Awa and Oakley Creek community launch

Auckland Council Healthy Water commissioned us to launch their large-scale project to realize a re-naturalisation of the awa. This multi-million-dollar project will remove concrete channel, build new bridges, create a community falé/ outdoor classroom, BMX track and re-introduce native flora and fauna. Roskill Together joined a community advisory group, helped secure grassroots involvement, and the falé initiative came from this group. Coordinating twenty-five organisations we delivered the event on November 5th – described by a key contractor as “as big as Texas – testimony to the event management skills developed by staff.

Te Auaunga Awa community surveying

Auckland Council contracted RTT to have local park users surveyed on the impact of awa re-naturalisation work. Three local people were employed and are completion.

...tactical urbanism...resulted in a pedestrian crossing. Mā te mahitahi me te whakaarotahui e ngā poari ka puta he whakawhitinga



questions, spanning a range of topics from the Local Board's three-year plan. Findings will be analysed and a draft report produced. Once peer-reviewed and shared with adult groups, a final report will inform the Board's new three-year plan. This means children's views will be integrated within the plan's early development, rather than as an afterthought.

children's views will be integrated within the plan's early development, rather than as an afterthought. Ko te tikanga ka ū mai ngā hiahia a ngā taitamariki i te kore rānei.

Christmas festival

Market stall holders and local groups were engaged with to generate interest in the 2016 Christmas festival.

the responses are analysed and presented back. Interestingly, under the current topic of *community connectedness*, children identified the events themselves as the best way to improve connectedness. We have also taught children and teachers fundraising and events organisation skills, using our street party tool kit.

Children's panel

Contracted by the Local Board, we organize panel discussions involving primary and intermediate schools, each school term. Students are asked five questions on a topic, and for their ideas on how to improve it, and

Children's development action plan

Similarly, for the Local Board, and in implementation, this consultation reaches further beyond schools with a wider range of

Taki Challenges

- Lack of CLD awareness by governors and the community
- Conflicts about spending priorities
- The scale of consultation, and resources required for sixty thousand people
- The time it took to realize a community plan
- Gaps between consultation, the community plan, and action



- High turnover of staff and local leadership
- Resultant lack of continuity and the reoccurring requirement to induct new staff
- Confusion between governance and management roles
- Too great a focus on process, rather than outcomes

These challenges are covered extensively in the DIA evaluation of the pilots.

Future projects will be first and foremost based around community priorities. Ko ngā kaupapa a muri nei ka hanga mai i ngā hiahia ā te hāpori.

He aha atu? What next?

As the DIA contract comes to an end, and Roskill Together Trust transitions to a charitable trust/contractor, we aspire to be a well governed organisation that with robust policies, a clear strategy, and an achievable operational plan based on local aspirations. Future projects will be first and foremost based around community priorities:

- Secure a community minibus.
- Implement a participatory decision-making process for Local Board grants (subject to funding), shifting funding decisions from

local politicians to community vote. On approval, Roskill Together will be contracted to manage an initial funding round.

- A yet-to-be-announced project with local iwi
- A digital news service, in partnership with two local youth leaders specializing in photography, video and animation.

Notes

- ¹ In terms of the community bus, the sustainable model means that funding for a four year lease of the bus will be sought from funders. During the four years of operation, the bus will be hired out to local groups and schools at a rate about half of a commercial rate. This will mean at the end of four years there will be sufficient income generated to lease a bus for a further four years without the need to seek further funding.
- ² As part of the consultation, and included in the community plan was an idea for local people to develop a night market in Mount Roskill. Meetings were organised with those interested. However, when it came to the point of people being asked to do the work to establish the night market, interest evaporated.



At the outset in 2011, the community-led approach took Whirinaki Toiora to hui where they could identify aspirations, strengths, common issues and concerns, and grass-roots solutions. Internalising CLD principles and Toiora values has been essential, and the resulting community plan connected social, economic, cultural, environmental wellbeing, and that of individuals, families, hapū and iwi. The plan has been reviewed repeatedly updated, while staying true to our kaupapa.

Community engagement has been central throughout, ensuring a wide range of opportunities for grassroots sharing and input.

Transparency and accountability were ensured by an accessible office hub and six-monthly updates. This was a reflection of how deeply whanau are invested in the wellbeing of the wider community.

Our community governance structure, the *Whirinaki Toiora Leadership Group (LG)*, is comprised of seven locally elected community representatives. The LG meets at least monthly, rotating across our three marae. A quarterly community hui, including a wider group (including our DIA community advisor) has also

been held, with progress reports presented and opportunities for discussion and review.

Kaupapa projects Kaupapa mahi

Te Reo o te Hikutū

Aiming to increase the use of the local hapū dialect and tikanga, the project was based on wānanga led by kaiako, Hirini Wikaira, Charlie Waata and kuia and kaumātua. This resurgence expanded the use of te reo me ngā tikanga Māori.

Over the final year of the pilot, te reo was integrated into all Whirinaki Toiora projects. This further enhanced and advanced the oral, and practical use of te reo and especially the local dialect relating to tikanga and kawa. A series of wānanga were developed in association with Te Whare Wānanga o Awanuiarangi, teaching the use of specific karakia, waiata and mihimihi. Kaumātua and kuia played a key role in the transfer of knowledge, sharing karakia tawhito, waiata mōteatea, and hītori. A waiata booklet was produced including original waiata telling the stories of the hapū.

Thanks to the enthusiasm of the community and the dedication of kaiako, kuia, and kaumātua Wānanga have continued beyond the completion of the pilot.

Mokopuna and rangatahi

Supporting the development of leadership for Whirinaki's rangatahi and taitamariki by providing learning opportunities within and outside of the community, this approach is understood as part of achieving community wellness.

For mokopuna, we offered activities both at home and away from home, including a fun-packed holiday programme, and participation in the ANZAC Day ceremony, Matariki celebrations and mokopuna dance classes. While the tangible events were much enjoyed and taught useful skills, the intangible benefits of mokopuna akiaki relate more to the care and nurturing of our tamariki. Therefore, our measure of success will be the future of our taonga mokopuna.

For rangatahi toa, we started with a social enterprise designing and selling apparel with the Whirinaki theme. Its success led to another social enterprise – a local gym. With the

nearest commercial gym, an hour away crossfit wasn't previously accessible. Offering gym workouts along with a crossfit programme in a dedicated space at the marae, programmes are available free to unemployed adults and for a small fee for those in paid work. Rangatahi also studied film-making and leave the pilot ready to embark on their latest social enterprise of video and short film production.

Now self-sustaining, resourcing has far-reaching benefits: quality gym equipment, massage tables for mirimiri, equipment for video-making, and hoodies available online have all contributed to improved self-confidence, skills, empowerment and leadership amongst rangatahi. Rangatahi have learned that leadership includes collaboration, contributing, setting goals, action, and tenacity.

Raranga

Whirinaki people have further enhanced their reputation for weaving, as they share their knowledge with neighbouring communities and series of wananga, and culminated in an exhibition with participants proudly exhibiting their work. Finely woven mats were also lovingly prepared for the marae. Participants attended the National

Weavers hui and continue to support others. Wananga have continued beyond the project thanks to the leadership of champions such as Mandy Sunlight.

A community van

Increasing local access to a range of support services and activities has been helped by 'van pooling.' The community van has been well used and maintained in excellent condition thanks to Joe Te Miha. Its management has been debated, but a plan is in place for hireage to cover maintenance and running costs.





Marae solar

Increasing sustainability and reducing costs for all three marae, this initiative is already proving its worth as marae receive credits from solar energy fed into the grid.

Awa restoration

Protecting the waterways and natural ecosystems to ensure sufficient, healthy, fresh water today and into the future; this was the largest and most significant of all our projects. Key aims included:

- Prevent future flooding
- Prevent further erosion of the river banks threatening houses nearby
- Prevent further pollution of the awa

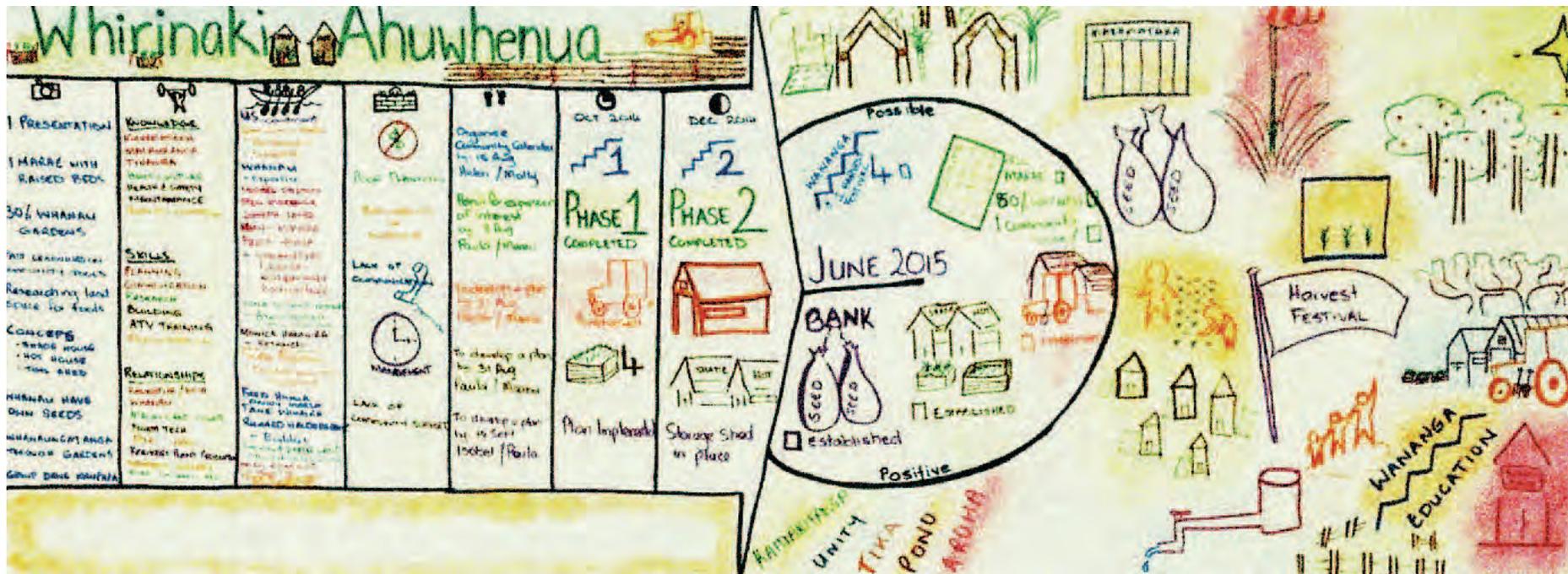
- Restore water quality to allow whānau to use the river safely and confidently
- Support rejuvenation of aquatic species and fish to the awa

This was a time and labour-intensive project with as many challenges as there are bends in the river. Revisiting and developing new project plans (in late 2015) with local and external technical experts proved to be worth the cost, delay and effort, as it provided a clear roadmap for further work. The tangible outcomes to date prove the value of this investment: Annual surface flooding prior to the awa clean-up has

diminished; water quality is improving – allowing safer swimming, and the anticipated return of aquatic species. Aggregate removed from the awa has been reused to improve road access to the urupa and marae carparks.

Annual surface flooding prior to the awa clean-up has diminished; water quality is improving... Ko ngā waipuke-ā-tau I mua ka timu, ka piki ake te kounga wai...





Pathway Planning: Each community initiative involved a PATHWAY planning process.

Native ngahere

This initiative to plant native trees to protect waterways and land productivity was reduced in favour of prioritising major works on the awa. After strenuous debate around project scope, the leadership group concluded a modified planting plan at key points along the awa was the most feasible option.

Ahuwhenua planting

Whirinaki is well known for its gardening and harvests – as far back as 1870 kumara were being produced in Whirinaki for markets, so this project builds on existing traditions and skills, as well as our natural resources. The result is a social enterprise growing heritage food varieties from local seeds for local sale. The Ahuwhenua enterprise supports local marae and will, in time, offer a surplus for sale in regional and other outlets.

Taking advantage of the South Hokianga climate, our vision is for the Whirinaki community to become a leader in growing and producing heritage crops. We seek to provide:

- Central nursery facilities to propagate plant material and species.
- Raw material for other hapu/communities
- Employment opportunities and options for local hapu/communities



- Workshops on self-sufficiency, self-reliance, sustainability, via wananga and workshops.
- Support for environmental projects with in the Whirinaki community, e.g. river restoration, future marae landscaping projects.

Particularly successful has been the experience and commitment of the working group. With a clear understanding of the business case, the group could adapt to an evolving project plan.

Whirinaki will be an inspired, unique, leading community, advancing the cultural, social, environmental and economic wellbeing of the hapori of Whirinaki. Ka tū kaha Whirinaki ki te hāpai ngā kaupapa ahurea, te taiao me ngā ohanga, oranga nōki ō te hāpori.

At the close of the pilot, the project now has a legal status for future development, via a MOU with the Whirinaki Toiora entity.

He aha ngā painga mō mātou?

What worked for us

- An overarching community plan with the vision, mission, values, and goals
- Learning and applying CLD principles in ways that worked for us
- Visual interactive path-planning sessions which provided avenues for stakeholder input

- Frameworks such as Results Based Accountability (RBA) to enable proper assessment
- Decision making processes, e.g. surveys to help where consensus building was stuck, or physical attendance at hui wasn't practical
- Volunteers to champion initiatives
- Coordinators and managers from the community
- Consistent support from Louise (DIA).
- Celebrating successes

Taki Challenges

Developing a community plan is a time and energy intensive process – particularly when lacking unanimity about priorities and with some quiet voices going unheard. It was important to take the time needed so that questions could be addressed in a comprehensive way, rather than dealing with issues piecemeal. Community-led development takes time. The journey has been resource-intensive and has required a willingness to listen to each other to achieve anything.

Some mahi, such as the awa restoration and Ahuwhenua projects hit pressure points as

project plans were continuously reviewed, further funding accessed, and policies developed with the wider community.

The fruits of these efforts are both tangible and intangible: More sharing of resources, skills and expertise, and increased capability to meet current and future challenges. Critically, all milestones in our community plan were met.

He aha atu? What's next?

We will be building on this foundation for our next phase: ensuring sustaining existing gains

and developing new ventures. Whirinaki Toiora have established a charitable trust and the community has received governance training. The Whirinaki Toiora Trust has successfully secured resources from new funders and will expand its network of stakeholders.

Our vision and mission remains: Whirinaki will be an inspired, unique, leading community, advancing the cultural, social, environmental and economic wellbeing of the hapori of Whirinaki.

It will do this though sustainable, community-led development.



