Report: Community-led Development
End of Pilot Evaluation
August 2016
The Community-led Development pilot in review

The Community-led Development (CLD) pilot has officially come to a close following five years of hard work and dedication on behalf of the four participating communities – Whirinaki, Mt Roskill, Mangakino, and North East Valley. The CLD pilot, which was designed and implemented by the Department of Internal Affairs (the Department), has showcased the potential that a CLD approach can have for New Zealand communities.

The Department’s pilot has found that CLD can be hard work and time intensive; however, it has also shown that adhering to CLD principles can enable communities (small and large) to achieve positive and lasting community outcomes.

The CLD pilot has provided the Department with key learnings which are now helping refine the approach and the delivery of its new Community-led Development Programme (CLDP) set to begin in late 2016.

What are the CLD Principles?

Following a review of Crown Funded Schemes in 2009, there was a desire to shift the Community and Voluntary Sector portfolio’s focus from small grants for individual projects and organisations, to a more intensive, wider-reaching and longer-term funding approach. As a result, the Department developed a new funding approach (CLD) which would provide selected communities an opportunity to access flexible funding and advisory support for meeting community aspirations and needs over a longer period.

The resulting CLD pilot was focused on encouraging communities to decide for themselves the needs and aspirations of their community, and to develop, leadership, plans and strategies to address and meet these.

The principles of the Department’s overall approach to CLD are:¹

- **A place-based approach** – Recognising and encouraging the promotion of community experiences and knowledge integral to local solutions.
- **Local voice and leadership is valued and empowered** – Encouraging and supporting local residents and organisations to participate, actively lead, and facilitate local ownership of community visions, plans and actions.
- **Working across boundaries** – Encouraging connections between diverse people, organisations and sectors to develop creative solutions and harness additional resources.

¹ The Department of Internal Affairs, *First principles review of Crown funded schemes: review and proposed approach*, (March 2011) at pg. 32.
- **Strength and asset based development** – Identifying existing local physical, cultural, environmental and ‘people’ assets and strengths to build on and leverage off.

- **Growing collaborative community leadership** – Actively seeking and growing leadership in communities.

- **Being intentional and demonstrating progress** – Encouraging communities to clarify their vision and goals while also encouraging them to be flexible in adapting plans, priorities and projects to respond to changes that occur.

- **A whole systems approach** – Encouraging communities to go beyond ‘one-off’ projects to achieve longer term sustainable change.

The Department intended for the CLD pilot to include provisions for certain key elements it believed would promote the success of this new approach. These key elements would be the guiding force for the selected communities, and would help shape their approach.

**The key elements of the Department’s CLD pilot are:**

- **A whole-of-community approach** – Implementing a broad community visioning and planning process to identify and prioritise shared community needs and aspirations.

- **Longer-term funding** – Providing funding for a three to four year span, as compared to smaller, one-off grants.

- **Flexible funding for projects and activities identified during the community visioning and planning process** – Providing communities with funding to implement the projects identified during their whole-of-community approach to community planning.

- **Partnering with existing organisations** – Encouraging the development and fostering of relationships with existing organisations within and outside of a selected community.

- **Employing a community worker** – Encouraging communities to employ a community worker to assist with the delivery and management of community projects.

- **Utilising a community leadership group** – Establishing a community governance body (selected by the community) to oversee the development and implementation of community plans.

These principles and key elements guided the Department’s advice to the participating communities, and provided the communities with an initial structure for undertaking their CLD initiatives.

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What were the benefits for the communities?

The CLD pilot provided the Whirinaki, Mt Roskill, Mangakino, and North East Valley communities with an opportunity to design and lead their own development. One of the primary benefits of CLD is that it encourages wide community participation to help reduce the potential of becoming captured by singular concerns. As a result, it holds the potential to address a wide variety of community needs and aspirations.

Compared to the Department’s other community funding streams that generally provide smaller one-off grants to organisations, CLD gave the participating communities access to multiple funding opportunities and intensive advisory support over a longer period of time. This enabled the four communities to identify and address some of the outcomes listed in their community plans, resulting in a range of tangible and intangible benefits. For example, community residents noted that CLD not only provided bricks and mortar benefits such as community facilities and infrastructure; it increased their confidence and ability to implement and lead community projects now, and into the future.

Some of the key benefits for the participating communities were:

- Developing wide-reaching community plans and projects to identify and address sometimes long-standing community issues, needs, and aspirations.
- The opportunity to access intensive advisory services provided by the Department over multiple years.
- Access to multiple, flexible funding opportunities.
- Funding to employ skilled community workers to assist in both the initiation and day-to-day management of community projects.
- Increased community leadership and the upskilling of community residents.
- Greater collaboration and participation among community residents, organisations and businesses.
- Increased community resilience and cohesion.
- A collective approach to the development of new community facilities and infrastructure, e.g. community meeting and work spaces, community signage, training and educational events, community gardens etc.
- Building capability and capacity of community members/residents.

Some key reflections and learnings were:

Members of the communities were asked to reflect on the benefits of CLD. Some examples of their responses were:

- A big result is the rise in confidence among people in the community. There is a real sense that we can do stuff, and people are seeing stuff happening all the time and they want to do it!
- The thing I think that is really important about this project is that its people doing stuff – we’re not just sitting here talking and thinking about what we need to happen, we’re doing it.
• We have learned many things along the way. We have learned that community transformation takes time, and with the CLD principles of action we are making really good progress towards leaving a legacy for the future.

• This is still a journey, and we learn new things every day and we hope the foundations we have laid now will serve us well into the future. This sure is a journey on the river, and sometimes it feels like we go round in circles and we know we haven’t always got things right – but, we know we have worked really hard and are proud of the changes we see in our precious communities.

• Now, as compared to three years ago, if someone comes to me with a community-led idea I can confidently tell them ‘Go to Roskill Together and they will help put it together with you.’ Three years ago I wouldn’t have felt confident doing that; now I have no hesitation referring them to Roskill Together.

What has the Department learned?

The CLD pilot provided an opportunity for the Department to learn and understand more about a community-led approach from a small number of communities. It provided key learnings which have helped the Department improve the effectiveness of its future CLD practices. Utilising an action research approach also enabled the Department to continually improve its delivery of CLD, as it identified lessons throughout the pilot. These lessons provided insight into areas where the Department was doing well, and areas where the Department could improve.

Things that worked well for the Department were:

• Staff benefitted from continual CLD learning and development activities throughout the pilot. This especially assisted in their ability to clearly communicate the principles and processes of CLD.

• Communities involved in the pilot appreciated and valued the services and insights provided by the Department’s community advisors.

• The Department was able to provide flexible funding cycles which allowed transfers between years and better suited the communities’ timeframes.

• The Department developed reporting templates to collect advisors personal reflections and insights on a monthly basis. These provided robust information to help inform the annual evaluations.

• The Department ensured that there was frequent information sharing occurring between the regional teams delivering the pilot.

• While recognising the importance of a consistent overall framework for CLD, the Department recognised the need to accommodate the needs of individual communities (especially in regards to necessary timeframes).

Areas where the Department could improve its CLD practices were:

• The Department could provide greater resources and support in the initial stages of a CLD initiative. This is especially important with regard to helping communities understand the principles of CLD, and the respective roles and responsibilities of staff and communities.
• The Department needs to ensure they have established consistent expectations about milestones, deliverables, guidance and templates with staff and communities.

• The Department could provide greater resource to ensure communities have access to human resources advice, especially in relation to the recruitment and retention of community workers and in supporting CLD practice development.

• The Department needs to develop clear and consistent funding guidelines and ensure that participating communities understand these from the onset of a CLD initiative.

• The Department’s processes were at times ‘at odds’ with local community processes – it is important to remember that communities and the Department work at different paces and have different motivations.

• The initial community selection process could have been more robust and included wider consultation within, and outside of, the Department. For example, consultation with local councils and other government agencies is highly desirable.

What should a community think about before undertaking CLD?

The CLD pilot highlighted that, while CLD is time and labour intensive, it holds the potential to enable communities to achieve positive community outcomes. The participating communities have all provided excellent examples for other communities looking to undertake a CLD initiative.

Throughout the CLD pilot, evaluation focus groups were held with the participating communities. During the final sessions, community residents and leadership group members were asked to provide advice for any future communities looking to undertake CLD. Some of the key points from those discussions were:

• **Be realistic in your approach** – CLD holds great potential for communities, but a community can only achieve what its residents are willing to put in to it. Communities interested in CLD should try and gauge the wider community’s interest in CLD first to see if there is the necessary support.

• **Ensure everyone is on the same playing field** – Understanding the principles of CLD are vital. In the earliest phase of a CLD initiative, the principles of CLD need to be clearly communicated. This ensures a community’s approach is founded on, and guided by, community-led principles.

• **Get the right community worker for the job** – Having skilled and experienced community workers is key in ensuring the delivery and day-to-day management of CLD projects are successful. As one community leadership group member said, ‘You have to have more than just a big heart.’

• **What will ‘success’ look like?** – Communities need to know whether they have met their desired outcomes. When developing a community plan and desired outcomes, it is highly recommended that a community also develops indicators of success so they can measure their progress throughout a CLD initiative.
The future of CLD

The CLD pilot highlighted the potential that a community-led approach can have for New Zealand communities seeking to achieve positive and lasting outcomes. It has provided useful learnings and examples that have assisted the Department to improve its delivery of CLD practices. As a result of the success of the CLD pilot, the Minister for the Community and Voluntary Sector, Hon Jo Goodhew, officially announced the Community-led Development Programme (CLDP) while speaking to the pilot communities’ leadership groups at the National CLD Leadership hui:

As the pilot Community-led Development Programme draws to a close on 30 June, it is timely to announce the CLDP which will build on the pilot’s success and facilitate a larger number of communities taking a similar approach.

This new programme marks a step change for the long-term support of community projects and will have significant positive impacts for successful applicants.\(^3\)

Just like the CLD pilot, the CLDP is a response for the need for flexible investment to support community-led outcomes. The Department believes it is not a funding scheme; it is a partnering approach to invest in communities through intensive advisory support and funding investment, to help build stronger and more resilient New Zealand communities.

CLDP will enable selected communities to identify community aspirations, and partner with the Department, other government agencies, local government, private funders, businesses and local iwi to achieve their goals. The CLDP will continue to encourage a whole-of-community approach to community visioning and planning, and provide advisory support and investment of Crown funds for a period of up to five years. The CLDP is also providing funding for a paid community worker from the onset of an initiative, as well as ensuring the provision of CLD training. This is a direct result of the CLD pilot, which highlighted the importance of having skilled and experienced community workers from the earliest stages with a thorough understanding of the CLD principles.

The Department has utilised several key learnings from the pilot to refine its approach for the CLDP. For example, the CLDP will include:

- **A robust selection process** – Communities which identify themselves as being ready to undertake a CLD approach will be considered. The Department will then meet with interested communities prior to selection and gather input from relevant stakeholders (e.g. other government agencies, local councils, local iwi, local funders and businesses).

- **Support for the various stages of readiness for CLDP** – CLDP recognises the varying stages of readiness that communities are at when they initiate a CLD approach. The CLDP will help identify the best method for each community to maintain community leadership, governance and development momentum.

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- **Supporting capacity and capability development** – The CLDP acknowledges the diversity and complexity of communities, and the variation in time it takes to consult and obtain wider community support. The new programme will provide flexible funding and intensive advisory support over a longer period to assist progress of community aspirations.

**The CLDP’s key elements are:**

- a partnership approach and joint commitment to adhere to CLD principles;
- promotion of community leadership;
- intensive advisory support from the Department;
- holistic and flexible funding;
- paid community development worker(s);
- wide community engagement and support; and
- sustainable and measurable action plans to support progress of the collective community vision.

The CLDP is open to communities, hapū and iwi across New Zealand, and a contestable expression of interest process will open in September 2016.

For communities interested in the CLDP, more information can be obtained at [www.communitymatters.govt.nz](http://www.communitymatters.govt.nz).
Executive summary

Introduction
Following a five year duration, the Community-led Development (CLD) pilot run by the Department of Internal Affairs (the Department) has come to a close on 1 July 2016. Throughout the pilot, all four of the participating communities – Whirinaki, Mt Roskill, Mangakino, and North East Valley – successfully completed community plans through a whole-of-community approach to community consultation and engagement. As a result, each community has implemented a number of CLD initiatives.

Purpose of the end of pilot evaluation
CLD was set up following a review of Crown-funded schemes in 2009. The CLD Cabinet paper concluded that ‘greater change and more enduring outcomes could be achieved through further investment in community-led development.’ Since 2012, three evaluation reports have been published detailing the implementation and progress of the Department’s CLD pilot. As the pilot has now ended, it is time to assess whether the pilot has met its intended outcomes.

The final evaluation report provides a summative evaluation of the CLD pilot, with a focus on what the participating communities have achieved over the pilot’s five year duration. The final evaluation has sought to assess four primary themes:

- achievement of outcomes (tangible and intangible);
- financial sustainability and operational sustainability;
- lessons learned by the participating communities and the Department; and
- the future of CLD – how could it be better?

While the final evaluation continues to examine the tangible outcomes of the CLD approach, further emphasis is placed on the emergence and realisation of intangible outcomes. These include increased community connections and networking, community leadership, community engagement and participation, and increased social cohesion.

The final evaluation also examines the evolution of the community leadership groups throughout the duration of the pilot. It seeks to answer questions relating to the leadership groups’ abilities to plan, lead and deliver community initiatives, and their abilities to provide necessary governance structures. Also, it examines what steps communities have taken to achieve sustainability following the end of the pilot in June 2016.

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4 Cabinet Social Policy Committee, Reprioritising COGS Funding to Support Community-led Development (March 2011) at pg. 20.
Methodology

The evaluation of CLD (as outlined in the CLD Cabinet paper) is based on action research approach. This means that at each stage of the programme (planning, acting, observing and reflecting) information is collected and analysed to determine what is working, what could work better, what is being learnt and what changes are being made to actions as a result of this learning.

In addition to the action research focus on continuous improvement through learning, the final evaluation also focuses on the projects communities have undertaken to realise community outcomes. As such, case study methodology is part of the monitoring toolbox to complement the action research approach.

Findings

The end of pilot or summative evaluation has shown that positive and enduring community outcomes have been achieved as a result of the CLD approach. Communities have been able to achieve the high-level outcomes listed within their community plans, even though it has proven hard to establish objective success measures by both the communities and the Department. However, both tangible and intangible outcomes of the CLD initiative were able to be identified in each of the communities.

Tangible outcomes relate to physical changes which have occurred as a result of the community projects, and are generally easily identifiable. They usually relate to capital items (‘bricks and mortar’) which have provided physical resources for the community. Some tangible outcomes that have been achieved during the CLD pilot include:

- the purchasing and establishment of a community workspace in North East Valley;
- the installation of new tourism-focused signage at Mangakino;
- the restoration of the local river in Whirinaki, and the installation of solar panels on the community’s three marae; and
- the creation of the Street Safe murals to raise awareness of pedestrian crossings in Mt Roskill.

Intangible outcomes are not as easy to identify. Intangible benefits typically refer to the change and development of a community’s residents rather than their environment. Intangible outcomes are important to the CLD approach, as they promote community cohesiveness through increased collaboration and participation of community residents and groups. Intangible outcomes have also led to an increase in the development of leadership within each community, which has increased residents confidence in initiating and running their own projects.
The end of pilot evaluation has revealed common intangible outcomes across the four communities as a result of the CLD approach. These commonalities stand as proof of the overall impact of community-led principles and practices. By adhering to CLD principles, each participating community has achieved:

- increased community connectedness and participation;
- increased community leadership;
- increased communication within the communities; and
- greater networking of community organisations and businesses.

As one of the intended outcomes of the CLD pilot was to provide more enduring outcomes for communities, the sustainability of the CLD approach is vital in ensuring the ongoing progress of the community vision. The final evaluation has found, however, that sustainability is a difficult concept for communities to address. It is apparent that the participating communities’ focus is predominately on financial sustainability, as obtaining funding is an important means towards achieving communities’ ends.

The communities are taking pro-active steps towards gaining financial sustainability. For example, Mt Roskill has developed strong working relationships with Puketāpapa Local Board and Auckland Council. As a result, Roskill Together are seen as a trusted partner in the area capable of delivering various community functions and services on the behalf of the local board and council. Opportunities such as these will provide Roskill Together with small amounts of revenue, and will continue to raise their profile within the wider community. In North East Valley, the community used CLD funding to purchase a workshop which they are able to hire out to local groups at low cost. The profits generated will provide funding that can be used for necessary staff and project materials. This is a positive step towards achieving financial sustainability which will assist the Valley Project to continue into the future.

Strategic relationships with entities such as local authorities have been fostered, and the Department’s community advisory staff are continuing to provide the communities with information regarding potential future funding sources.

While financial security is a priority, the communities acknowledge that sustainability is not only about dollars. Intangible outcomes as a result of CLD are also indicators of sustainability. For example, the increase of leadership, collaboration, and participation among residents and community groups within each community has led to increased community resilience and cohesion. This will undoubtedly increase the communities’ abilities to develop and lead new community initiatives beyond the CLD pilot.
The future of CLD

The CLD pilot has provided the Department with some key learnings which could help improve future CLD programmes. These are:

- **The Department needs to provide greater support around CLD principles and practices in the initial stages of a CLD programme.** Throughout the pilot, each participating community has reflected on the large amount of time it took to understand and communicate CLD principles. The Department needs to provide more intensive support from the beginning of CLD programmes to ensure the principles and practices of a CLD approach are more widely understood.

- **Money can at times have a negative effect on CLD processes, especially in the initial stages of an initiative.** The prospect of funding has at times negatively impacted the communities’ abilities to undertake whole-of-community processes. There was a common misconception throughout the communities that CLD funding was available for any and all projects. The communities have suggested that if the Department is to continue delivering CLD programmes, it needs to ensure that the communities better understand the requirements of CLD before discussing money.

- **The Department needs to provide clear and consistent funding guidelines to communities.** The previous evaluations have documented the communities’ frustrations regarding the lack of a clear set of funding guidelines. Without having a clear understanding of what will and will not be funded, the communities felt lost at times about what they could request from the Department. This at times impacted on the communities’ momentum. The Department needs to ensure that any future CLD programme provides participating communities with clear funding guidelines at the initial stages of community engagement.

- **Communities need skilled community workers from the onset of a CLD project.** The participating communities have noted throughout each evaluation the positive impact that paid community workers have had on the success of their projects. The Department needs to ensure communities are supported to identify and appoint skilled community worker(s) early in the first year of a CLD project to assist communities in developing and delivering their community plans.

**Conclusion**

While the Department’s funding has come to an end, each of the participating communities are continuing to deliver CLD initiatives and progress their community plans and aspirations. The CLD pilot has highlighted that adhering to the whole-of-community approach has helped to increase each community’s ability to successfully plan and implement community-led initiatives. The CLD approach has also furthered the development of individuals in the community in areas such as leadership capabilities.

Whether the participating communities’ projects will be sustainable into the future is yet to be seen. However, the Department will continue to work with communities into the future via its advisory services, and will assist them in locating potential future funding sources, where needed.
Introduction to the CLD pilot

What is CLD?

The philosophy underpinning community-led development (CLD) is one of community empowerment. It is based on broad community engagement to identify shared aspirations, issues and concerns, and to generate local solutions. The CLD approach focuses on the needs of communities as a whole, rather than on specific programmes or activities. The principles of CLD shift the focus away from just funding small grants for individual projects and/or organisations, to an approach where communities have access to intensive support and flexible funding that contributes to overall community wellbeing.

What is the CLD Pilot?

Following a first principles review of Crown funded schemes in 2011, the Department advised the Minister for the Community and Voluntary Sector that greater change and more enduring outcomes for communities, hapū and iwi could be achieved through longer-term investment in CLD practices.

In March 2011, Cabinet approved a transfer of $1.5 million from the Community Organisation Grants Scheme (COGS) to the Community Development Scheme (CDS), for the purposes of funding the CLD pilot. Further funding of $0.4 million was later transferred to the pilot from within the Community and Voluntary Sector Vote. As a result, the CLD Pilot was developed.

The principles of the Department’s overall approach to CLD are:

- **A place-based approach** – Recognising and encouraging the promotion of community experiences and knowledge integral to local solutions.
- **Local voice and leadership is valued and empowered** – Encouraging and supporting local residents and organisations to participate, actively lead, and facilitate local ownership of community visions, plans and actions.
- **Working across boundaries** – Encouraging connections between diverse people, organisations and sectors to develop creative solutions and harness additional resources.
- **Strength and asset based development** – Identifying existing local physical, cultural, environmental and ‘people’ assets and strengths to build on and leverage off.
- **Growing collaborative community leadership** – Actively seeking and growing leadership in communities.
- **Being intentional and demonstrating progress** – Encouraging communities to clarify their vision and goals while also encouraging them to be flexible in adapting plans, priorities and projects to respond to changes that occur.
- **A whole systems approach** – Encouraging communities to go beyond ‘one-off’ projects to achieve longer term sustainable change.
The Department intended for the CLD pilot to include provisions for certain key elements it believed would promote the success of this new approach. These key elements are:

- **A whole-of-community approach** – Implementing a broad community visioning and planning process to identify and prioritize shared community needs and aspirations.
- **Longer-term funding** – Providing funding for a three to four year span, as compared to smaller, one-off grants.
- **Funding for projects and activities identified during the community visioning and planning process** – Providing communities with funding to implement the projects identified during their whole-of-community approach to community planning.
- **Partnering with existing organisations** – Encouraging the development and fostering of relationships with existing organisations within and outside of a selected community.
- **Employing a community worker** – Encouraging communities to employ a community worker to assist with the delivery and management of community projects.
- **Utilising a community leadership group** – Establishing a community governance body (selected by the community) to oversee the development and implementation of community plans.

The pilot began on 1 July 2011. It was initially commenced in five communities across New Zealand; however, one community (Waitangirua and Cannons Creek) exited the pilot in September 2013. The CLD pilot was implemented and run in the following four communities:

- Whirinaki, South Hokianga;
- Mt Roskill, Auckland;
- Mangakino, South Waikato; and
- North East Valley, Dunedin.

The pilot was originally envisaged to run until 30 June 2015. As the pilot progressed it was seen that the first year was largely dedicated to the establishment of leadership groups and community planning. As a result, the communities did not want to take full advantage of the available CLD funding in the first year of the pilot. In December 2014, it was decided that funding would be available until 30 June 2016. This provided the communities with an additional year of funding and advisory support from the Department.
Since 2012, the Department has undertaken annual evaluations of the pilot. This has provided the Department with several key learnings which have helped to continually improve its implementation of CLD.

### Results of the Year 1 Evaluation

In December 2012, the Department reported to the Minister for the Community and Voluntary Sector on the results of the evaluation of the implementation of the CLD pilot. The Year 1 evaluation found that the Department had, despite some challenges, successfully commenced the CLD pilot. In addition, the Department gained valuable lessons on the importance of information sharing across its regional teams, providing professional development for staff, and providing support for regional teams implementing new initiatives.

The Year 1 evaluation noted some learning areas for the Department that could make the ongoing implementation of CLD more effective and efficient. These included:

- following agreed processes for the implementation of CLD in all communities;
- providing formal Department staff training and development activities to address skill gaps;
- providing clear communication about the nature of CLD, and the roles and responsibilities of both staff and community members; and
- establishing consistent expectations about milestones, deliverables, guidance and templates for Department staff and community members.

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5 Following Waitangirua and Cannons Creek’s exit from the CLD pilot in 2013, $115,242 of unspent funding was returned to the Department.

From the community perspective, the Year 1 evaluation identified key areas for improvement:

- improving communication within the community leadership groups;
- establishing a shared vision of CLD initiatives between the leadership group and the community;
- improving the profile of CLD through further ongoing engagement with the community;
- ensuring CLD initiatives are focused on creating ongoing and sustainable projects;
- engaging local stakeholders and community organisations to participate in the CLD initiatives; and
- developing and improving engagement strategies to connect with hard to reach members of the community to ensure full community participation.

Results of the Year 2 Evaluation

While the focus remained on the Department’s implementation of CLD, the Year 2 evaluation included detailed information about the types of projects communities were undertaking to meet the community outcomes defined in their community plans.\(^7\)

The Year 2 evaluation showed that tangible outcomes were starting to emerge in three of the five communities – Whirinaki, Mangakino, and North East Valley. Two communities – Mt Roskill and Waitangirua/Cannons Creek – were found to be having difficulties meeting timeframes and developing/delivering a community plan. Being large suburban communities, consultation with the wider community proved to be harder.

The Year 2 evaluation highlighted that funding was not necessarily the main driver of progress. While funding plays an important role in how community plans are realised, it was found that money can ‘get in the way.’ Throughout the life of the pilot, there have been concerns on the behalf of the communities that the prospect of funding has at times caused disagreements and disruptions which have negatively impacted the progress of their CLD initiatives.

As CLD utilises a whole-of-community approach to community planning and funding, the community leadership groups had to ensure that funding was only awarded to projects which had been endorsed by the community. Misunderstandings regarding the principles of CLD and the purpose of the Department’s funding caused internal frictions when some projects were not funded. This caused delays for the communities because it took time to mitigate the issues.

The Year 2 evaluation further identified the following learnings:

- **The size of the community** – the overall size of a community directly affects the pace in which CLD is implemented;
- **Continuing learning and development** – developing Department staff’s knowledge base and confidence in CLD principles and processes has proven effective in enabling them to better deliver, inform and support the communities involved;
- **Flexible funding cycles** – continuing to provide a more flexible funding mechanism by using transfers between years, as initiated by the Department during 2012/13;
- **Human resources assistance** – the Department providing human resources assistance for the recruitment and ongoing employment of any community workers; and
- **CLD is hard work** – the need for ongoing consultation and community consensus comes at a cost, and community relationships get tested in the process. It is hard for community leadership groups not to lose the momentum, to keep community projects going and to put in the necessary hours.

**Results of the Year 3 Evaluation**

The Year 3 evaluation continued to focus on the emergences and realisations of outcomes as a result of the CLD pilot. The Year 3 report highlighted that Whirinaki, Mangakino and North East Valley had all successfully commenced projects and as a result, positive community outcomes were being realised.

The key learnings of the Year 3 evaluation were:

- the communities involved appreciate and value the services provided by the Department’s community advisors;
- communities are benefiting from the CLD approach;
- CLD continues to be hard work;
- there is a need for continuous CLD education and training at both the Department and community levels; and
- communities require clear and transparent funding guidelines for CLD activities.

Mt Roskill was highlighted as finally completing a comprehensive community plan and moving towards project implementation. However, the report noted that the Mt Roskill community was considerably behind the other communities in realising the benefits of a CLD approach. For a community of its size, undertaking a comprehensive community consultation process to inform a community plan proved to be an intensive and time consuming exercise for Mt Roskill.

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The Year 3 report also discussed the exit of the Waitangirua and Cannons Creek’s community from the pilot. Due to the leadership group’s inability to provide evidence that the community plan and projects were fully endorsed by the community, the leadership group and the Department decided the Waitangirua and Cannons Creek pilot was not aligning with fundamental CLD principles. Since that time, the Department has been working alongside key stakeholders within this community, and will continue to provide advisory services.

Waitangirua and Cannons Creek highlighted the challenges associated with implementing CLD in a large diverse community. The Department learned that when implementing a CLD approach in large communities, a neighbourhood approach wherein residents in local neighbourhoods are supported to identify strengths is more effectual. This asset-based approach compliments CLD as it encourages community cohesion by helping different groups work together to achieve things that are important to them all.

The Year 3 evaluation concluded by highlighting the ongoing challenges associated with implementing a CLD approach for both the Department and communities. It was clear that the participating communities continued to make positive progress; however, CLD continued to be hard work and was a time intensive approach for the community volunteers involved.
Purpose and methodology of the end of pilot evaluation

The CLD Cabinet paper states that ‘greater change and more enduring outcomes could be achieved through further investment in community-led development’. As such, this evaluation attempts to assess whether the CLD pilot has met the intended outcome of positive and enduring change for the participating communities. Further to that, the report also examines what steps communities have taken to ensure sustainability following the end of the pilot in June 2016. Key points of interest were to examine whether or not the participating communities have sought funding or assistance outside of the Department’s pilot and what structures they have in place for continuing CLD into the future.

The final evaluation of the CLD pilot also focuses on what the participating communities have achieved over the pilot’s five-year duration. While the evaluation continues to examine the tangible outcomes of the CLD approach within the communities, further emphasis is placed on the emergence and realisation of intangible outcomes such as increased social cohesion, collaborative relationships, community leadership and community engagement and involvement.

The final evaluation also examines the evolution of the community leadership groups throughout the duration of the CLD pilot. For example, the evaluation has sought to answer questions relating to the leadership groups’ ability to plan, lead and deliver community initiatives, and the overall profile of the CLD leadership groups in their wider community.

Themes and key questions

The end of pilot evaluation has sought to assess four primary themes:

- achievement of outcomes (tangible and intangible);
- financial sustainability and operational sustainability;
- lessons learned by the participating communities and the Department; and
- the future of CLD – how could it be better?

For the final evaluation to best assess these themes, five key evaluation questions were developed. The key questions are:

1. After five years of the CLD pilot, have the participating communities met the desired outcomes they highlighted in their community plans?
2. How have the community leadership groups evolved during the duration of the CLD pilot? For individual members of the leadership teams, what has been their journey?
3. What steps are the participating communities taking to ensure sustainability following the conclusion of the Department’s CLD pilot?

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9 Cabinet Social Policy Committee, Reprioritising COGS Funding to Support Community-led Development (March 2011) at 20.
4. What lessons have been learned about the Department’s programme management, resources and personnel during the five year duration of the CLD pilot?

5. What could make any future CLD-based programme more effective and efficient?

Methodology

As stipulated in the CLD Cabinet paper, the evaluation of CLD is based on an action research approach. This means that at each stage of planning, acting, observing and reflecting information is collected. This covers what is working, what could work better, what is being learnt and what changes are being made to actions as a result of this learning. The chart below presents the stages of the action research approach with the relevant data collection instruments.

As the end of pilot evaluation continues to focus on the projects that the communities are implementing to realise community outcomes, case study methodology is part of the monitoring toolbox to complement the action research approach.

To inform the case study methodology, the CLD evaluation triangulates various data sources, i.e. community plans, community consultation outcome data, reports from and about the communities, leadership group governance data, focus groups, individual interviews and observations from community advisors. Triangulation of these multiple data sources ensures that the case study methodology is based on a systematic approach, which in turn provides the evidential base of the evaluation’s findings.

The verbatim of focus group discussions with members of participating communities cited in this report were obtained in November-December 2015 and April 2016 respectively.
Findings

This section of the report briefly reviews the progress of the pilot over five years to provide the Department with an overarching view of the success and difficulties which occurred during the pilot’s duration. This will ideally help the Department improve its delivery of the future CLD programme.

Have the participating communities met their desired outcomes?

The previous evaluation reports have identified the emergence of community outcomes. As the pilot has now come to an end, it is time to examine the pilot as a whole and assess what outcomes it has achieved.

Developing community plans

A key component of the Department’s CLD approach was the creation of community plans in the initial phase of the pilot. The participating communities were required to undertake a community visioning process to identify their community’s aspirations and goals which they hoped to achieve over the life of the pilot. This process ultimately led to the creation of community plans. Communities worked towards the plan during the five years of the pilot.

Obtaining a shared understanding and vision for each community was a challenging process. For example, a member of the Mt Roskill leadership group commented on the difficulties of achieving community outcomes developed in the initial phases of the pilot:

We have realised that we need to be realistic in our approach. During the consultation process, so many things that people asked for were solutions to these large social issues that we were unsure of where, or what, our role was. For example, during our consultation one of the top things people said they wanted was ‘to be safe.’ How do we make people feel safer in our community? How do we go about trying to ensure that happens? Who are the people and organisations that we need to talk to about this and who is going to help facilitate those conversations? We found out over time that by engaging with residents, rather than consulting, we were able to find out what a particular area or group believe safety is to them. That gave us a platform to begin addressing these issues, one area at a time. We just have to be honest and realistic with the community so they know the time needed to address such a large issue.
While the community plans varied in their content, all identified high-level outcomes and corresponding outputs, or projects. These projects were seen as a way for the communities to achieve their high-level outcomes. The Year 1 evaluation discussed the differences and similarities between the community plans but also how the communities differed in terms of their existing infrastructure, capacity and needs. So while some similarities existed between the community plans and the subsequent projects, alternative processes were proposed to achieve similar results.10

Progress was slow in the first year, as much of this time was dedicated to the community visioning process. Over time, each community eventually began to work their way through their community plans. As the CLD pilot progressed, the communities were able to use their community plans to measure their progress.

During an evaluation focus group, a member of the Mangakino leadership group discussed the importance of the community plan:

*I think it is hugely important in the initial phase of a CLD project to develop a community plan. So for example, when the community comes up with these new ‘wants,’ they can see for themselves whether or not their ‘want’ aligns with the community plan. It gives everyone a way to measure where we’ve been, what we have done, and what we still have to do.*

**The emergence of community outcomes**

The previous evaluation reports focused mainly on monitoring the progress of each community, while also highlighting the emergence of community outcomes. During the Year 2 evaluation the emerging outcomes were divided into two different types: tangible and intangible community outcomes.

Tangible outcomes refer to the physical changes (primarily bricks and mortar) which are a result of the CLD approach.

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Examples of tangible outcomes in each community are:

**North East Valley**

- The establishment of community rooms and a community workshop which are hired out to community residents and groups at low costs;
- purchasing community vans to help increase transportation opportunities for the local schools and residents;
- supporting community gardens; and
- increased community events and dinners.

**Mangakino**

- The development of a skate park which was led by local youth;
- completing whakairo (carvings) which were necessary for the reopening of the local marae which had been destroyed by arson;
- increased community tourism signage; and
- the construction of a heritage trail which details the history of the community and its residents.

**Mt Roskill**

- The development of pedestrian crossings and street murals which raise awareness of children crossing roads in the community;
- street parties and local events which are increasing community engagement and cohesion; and
- supporting residents of a local retirement village to rejuvenate a community hall that was not being used.

**Whirinaki**

- The restoration of the local river which has helped reduce surface flooding and increased aquatic life;
- the installation of solar panels on the three local marae to enable them to be more self-sufficient;
- the development of an agricultural project which teaches traditional Māori gardening and harvesting practices; and
- purchasing a community van to increase transportation opportunities for local residents.

The tangible outcomes are relatively easy to identify, as they left a physical reminder of the work being conducted under the CLD pilot.
The intangible outcomes and benefits of the CLD approach have been much harder to identify and measure, as they are not something that may be readily seen. Intangible outcomes relate more to the actual development of residents, rather than the development of the physical environment of a community. The previous evaluations identified intangible outcomes as social outcomes that were results of the CLD approach, not necessarily linked to the funding. In fact, some CLD community residents have said they feel that the changes which could be categorised as intangible outcomes are actually more important to the sustainability of any development in their communities, as they can occur with or without funding.

Intangible outcomes observed included:

- increased community leadership;
- greater collaboration and participation among residents and community groups;
- increased community resilience; and
- increased community cohesion.

**Common outcomes as a result of CLD**

Combining the evidence gathered in each community with the informed reflections of the Department’s community advisors provides a unique and nuanced view of each community’s progress towards achieving their outcomes. Common intangible benefits stand as proof of the wider benefits of a CLD model, as they are a direct result of the whole-of-community approach to community engagement and visioning.

As evident in all of the participating communities, the pilot has shown that a CLD approach:

- grows community connectedness;
- fosters the development of leadership;
- supports increased communication within communities; and
- supports greater networking of residents and businesses through the whole of community approach.

As each initiative has had time to embed and mature, the awareness of CLD projects has risen and community residents’ understanding of CLD has increased. As a result, there has been a greater uptake of CLD related activities, with more people becoming interested and confident in initiating and running various CLD projects.

A notable example of this change is the development of youth leadership in Whirinaki and Mangakino. Both communities have encouraged their youth to initiate and run projects that benefit them. For example, Mangakino’s youth were able to develop and promote plans for the development of a skate park which was completed in December 2014. In Whirinaki, the community’s rangatahi created Whirinaki-branded clothing they sell to residents, and are currently running fitness courses for youth and adults. The rangatahi can utilise any proceeds generated to fund future activities, helping to ensure their projects can be financially sustainable beyond the CLD pilot.
In North East Valley, the ongoing community dinners have provided a meeting point for residents and have led to greater community networking. This has been noted as having a cross-pollinating effect which has promoted increased participation between projects. This in turn is seen to be fostering the development of future projects and collaboration.

In Mt Roskill, the work with Roskill Retirement Village hall has increased interest in CLD and the work being conducted by the community leadership group, Roskill Together. Members of the retirement village are now running further projects on their own, while being supported by Roskill Together. Residents of the retirement village have also taken up further leadership roles by becoming members of the Roskill Together Board of Trustees.

**Difficulties with objectively measuring community outcomes**

It is highly ambitious to expect that each community would be able to meet their high-level outcomes in the five years of the pilot. International literature on community development work has shown that social outcomes are not only difficult to measure objectively, they take a long time to embed and be realised. The measurement of intangible benefits such as social cohesion is made even more difficult to measure without an agreed upon, and widely understood, definition.

As in the previous evaluations, one of the strongest pieces of evidence is community voice. Throughout the CLD pilot, Department staff conducting the evaluation undertook approximately 30 visits to the participating communities. During these visits, conversations and focus groups were held with the community leadership groups and local stakeholders, which provided the evaluation with first-person accounts about the perceived progress of the CLD initiatives. These conversations also provided the evaluation with the community’s perspective on the progress towards achieving of outcomes.

It is clear that the communities had difficulties deciding whether their outcomes – as listed in their community plans – had been met. Across the four communities it is also clear that working together on projects has resulted in greater community collaboration and engagement. However, all of the communities also stated that they needed more time to fully realise their outcomes.

**The evolution of the community leadership groups**

As the CLD pilot progressed, so has the development of the community leadership groups. During the initial phases of the pilot, leadership group members dedicated a lot of time to understanding the principles of CLD and the necessary governance structures required. Many members of the leadership groups have reflected on this period as being a roadblock to their project’s initial progress. Over time, however, the leadership groups were able to appreciate that while frustrating at times, this was necessary to ensure the success of their initiatives. As a Mt Roskill resident reflected:

> Now – as say compared to three years ago – if someone comes to me with a community-led idea, I can confidently say, ‘Go to Roskill Together and they will help you put it all together.’ Three years ago I wouldn’t have felt confident doing that. But because of the great work they have done, I have no hesitation referring them to Roskill Together.
Support provided by the Department

One of the most common themes from the evaluation focus groups was the need for more intensive support provided by the Department in the initial phases of the pilot. The Year 1 and Year 2 evaluations highlighted this in their key learnings, and as a result the Department implemented a learning and development programme for its community advisors assisting with CLD activities. In other words, as the communities were learning the mechanics of CLD processes, so was the Department.

As a result, the community advisors worked with their community leadership groups to better understand CLD by sharing their own learnings and insights. The leadership groups were also encouraged to attend community development workshops and governance training. This led to the leadership groups having a greater understanding of CLD principles and helped clarify what their roles were as members of a governance board.

Changes in leadership

As might be expected, the leadership groups had members come and go throughout the pilot. Few members of leadership group have been involved throughout the five-year duration of the pilot. The change of leadership has been caused at times by internal differences and disagreements, while other times it is because of external or personal issues.

A change in leadership had both positive and negative effects. Many members of the leadership groups said that having new members was good because it brought fresh perspectives. A negative aspect was that in trying to orientate new members to CLD, a project’s momentum could be lost. A participant in an evaluation focus group discussed how changes in leadership impacted on their community’s leadership group:

_We have had quite a bit of change in leadership over the five years. Our first chair was elected to the local board, and then stepped aside. Then our second chair, who was incredibly enthusiastic, had to step aside following a tragedy in her family. It all happened quite abruptly, and it left us in a bit of a vulnerable position. Each time our chair changes, or a member of the board changes, our group has to adapt. That isn’t always a bad thing, because it can force you to refocus on CLD principles and why we are doing what we are doing. But other times, when you need that structure, it can be really hard on you. We are all just very lucky that our current chair came on board when they did._

The changing role of the community workers

The CLD pilot has highlighted the importance of having paid community workers to help implement and run community development projects. The previous evaluations showed that having dedicated community workers had a very positive effect on the operation and eventual success of CLD projects.

In the earliest phases of the project, communities were without paid community workers. As the initiatives grew it was apparent that the projects would benefit from having a dedicated worker in place. This ensured that the leadership groups could focus on governance and community engagement, while the operation of community projects could be coordinated by a paid employee. This also meant that leadership groups were not doing too much of the work, which prevented members of leadership groups from becoming ‘burnt out.’
At times, the management of staff caused issues for the community leadership groups. Few people within the leadership groups had previous experience managing paid staff in this type of setting. The Year 2 and Year 3 evaluations highlighted that the Department needed to facilitate human resource assistance to the communities, especially around employment law and the management of paid staff. As a result, the communities were encouraged to consult with human resources specialists and legal advice using CLD funds. Combined with governance training, this led the communities to creating more legally binding employment contracts.

A member of the North East Valley leadership group commented on the positive effects of utilising human resources specialists during an evaluation focus group:

> From a governance perspective, I have to say that having expert advice around replacing staff has been really beneficial. Whilst it has been really time consuming for those involved, we found it to be a much less burdensome job. I think in the previous eighteen months when we did all of that as a group without knowing the sector and without knowing the specific HR knowledge, it has been really great to hand that over to some experts. And you know, I say thus far that has been hugely beneficial. For a community organisation that is a really big issue.

The CLD pilot has highlighted that it was better when the community workers had experience working in a community development setting and had a good understanding of governance roles and responsibilities. As a member of a community leadership group stated, community workers ‘have to have more than just a big heart.’ Understanding the intricacy and breadth of work and support required by community development work has proven essential for these roles.

The pilot has highlighted a few key elements that a community worker needs to successfully deliver and manage a CLD initiative. These are:

- project delivery experience;
- previous community development experience;
- a working comprehension of CLD principles;
- an understanding of governance roles and responsibilities;
- clear communication and reporting capabilities;
- strong relationship management skills; and
- knowledge of the local area.

The community worker is often the face of the leadership group, as they are out in the community on a daily basis. This has proven to be helpful for the community leadership groups, as it enables them to focus on the management of the initiatives. A member of the Mangakino leadership group discussed the impact of their community worker/broker:

> I think it is more than fair to say that our community worker and broker are the face of MCLD [Mangakino CLD leadership group]. We as a leadership group get together kind of behind the scenes and people don’t get to see what we are doing as much. But everyone knows the worker and broker, and they see them out in the community. They are the face, which is great because people feel comfortable asking them the hard questions like, ‘What actually are you guys doing?’
The Department’s community advisors worked in tandem with the community workers employed by the leadership groups. Over time, this relationship became critical in delivering the Department’s programme as a common CLD language developed within the participating communities.

The sustainability of CLD

One of primary objectives of the final evaluation has been to assess the sustainability of CLD projects at the end of the pilot. As the Department’s funding and pilot has come to an end, it is important to assess what plans and structures the communities have in place for continuing their CLD work in to the future.

Overall, the Department’s CLD approach is seen to provide a more sustainable means of support by providing communities with intensive advisory support and multiple funding opportunities over five years. The pilot has shown that the Department’s CLD approach provides a longer and more intensive means of development for the participating communities.

While financial security is important for the operational sustainability of CLD initiatives, it is important to acknowledge that sustainability is not only about dollars. Intangible outcomes as a result of CLD are also indicators of sustainability. For example, the increase of leadership, collaboration, and participation among residents and community groups within each community has led to increased community resilience and cohesion. This has increased the participating communities’ abilities to develop and lead new initiatives beyond the life of the CLD pilot.

At the time of the final CLD evaluation focus groups, it was clear that some initial plans were being developed to ensure both financial and operational sustainability. However, it was also clear that those discussions regarding sustainability occurred very late into the pilot.

Steps towards a sustainable approach

While the community leadership groups have struggled at times to understand what sustainability means for their CLD initiatives, they have all been working towards ensuring that various community projects can become self-sufficient and viable into the future.

Examples include:

- **The community dinners in North East Valley** – North East Valley had been holding community dinners well before the beginning of the CLD pilot. These events are now being run independently of the community leadership group. While the Valley Project is still offering support when needed, the community have taken responsibility for arranging and facilitating these events. The Valley Project and community stakeholders have noted these events as growing community connectedness and networking within North East Valley.
The Healthy Homes project in Mangakino – This project has enabled members of the community to gain entry-level home insulation and heating qualifications. While there are some operational costs associated with this project, the upskilling of local residents has meant that heating and insulation assessment knowledge is retained within the community. The trained residents can continue to assist their community by assessing their heating and insulation needs, with or without future funding. The project has also established various strategic relationships with entities outside of the community, which could possibly mean further funding into the future.

Te Raranga Ake weaving classes in Whirinaki – Many of the projects undertaken in Whirinaki have focused on sustaining the cultural wellbeing of the community. The Raranga Ake weaving project was developed to increase the community’s knowledge of Maori weaving techniques and various other traditional craft methods. The project has been well attended throughout its duration, with people of all ages attending. The project is now fully self-sufficient. Local residents are teaching the classes at the local marae, and are utilising flax that is grown within the community. By utilising assets (i.e. local knowledge and resources such as flax) that already exist within the community, this project has the ability to continue indefinitely.

Street parties and locally run events in Mt Roskill – Roskill Together assisted a local street (Vic Butler Street) within their community to hold a street party so residents could get to know each other better. This project was a success, and as a result Roskill Together have developed a Street Party toolkit to enable other streets and neighbourhoods within the community to initiate and successfully run these types of events on their own.

Projects like those shown above highlight some of the sustainable approaches in which the communities have established in their projects. While some funding is needed to ensure positions like the community workers can go forward, the upskilling, education and networking of local residents will assist the communities’ future development.

**Strategic stakeholder relationships and collaboration**

As outlined in the CLD Cabinet paper, one of the goals of the CLD pilot was to assist communities to obtain assistance and partnerships with local and external stakeholders. Each of the communities in the pilot has worked towards developing relationships with various community organisations, local authorities, and central government agencies. This has created wider networks and has opened the potential for access to resources for future projects.

Some communities, such as Mt Roskill and Mangakino, have developed strong working relationships with their local councils. This has helped them to better deliver projects, while also providing further financial support. In specific cases, such as Mt Roskill, relationships with the council are proving to be beneficial to the projects’ financial sustainability as the council provides some financial payment for services delivered. While the amounts paid might be relatively small, they are indicative of the growing relationship between Roskill Together and Auckland Council.
In Mangakino, the Taupō District Council has partnered with the community on various projects, and at times have provided financial support such as the development of the skate park. Mangakino and Taupō District Council have also worked to ensure that all capital works from CLD will be maintained beyond the pilot through a memorandum of understanding.

As the communities move beyond the CLD pilot, it will be necessary for them to continue to develop collaborative working relationships with their councils. Local communities can provide councils with unique insight into the workings of their areas, and can also provide support for council-initiated events and projects. Also, if councils and local communities can work more collaboratively, councils can better target their service delivery.

Members of the Mt Roskill leadership group have proved the impact of working with Auckland Council as an example. Roskill Together are working through potential opportunities where they can deliver on council projects and communications, in exchange for financial support. One member indicated:

*From my perspective, working from that grass roots community level, the council are realising that they really do need a group like Roskill Together. It’s because of the calibre of people working here, but also because of those grass roots connections. It goes both ways – Roskill Together needs the council, and the council needs Roskill Together.*

Communities have also made relationships with various local trusts and NGOs. For example, Mangakino have enlisted the help of Inspiring Communities to help them increase their knowledge of CLD principles and practices, and have also assisted them to undertake self-evaluation. In Whirinaki, Nga Manga Puriri Trust (NMP) has assisted the community in increasing their CLD knowledge and their project planning capabilities. NMP introduced various project planning methods to the Whirinaki leadership group and have encouraged inclusive approaches to community visioning and project planning.

*Legal entities*

Each of the CLD communities have different ideas about the function and operation of their leadership teams beyond the life of the CLD pilot. Mangakino believe that beyond the CLD pilot there should be no need for an executive committee. They believe that the community are capable of carrying out future projects without the need for an ‘added layer of bureaucracy’ and that other existing structures already exist. The other communities in the pilot believe that there is a role for their leadership groups into the future. Going in the final year of the pilot, most were unsure how this would look but believed there was an ongoing need for project governance.

One way of ensuring the leadership groups can continue past the end of the pilot is for them to become legal entities. This ensures that the groups are able to carry-on with the CLD pilot development work, while providing legal protection to ensure members are not held liable for debts and other obligations. Currently, North East Valley is an incorporated society and Mt Roskill is a registered charitable trust. Whirinaki are working towards becoming a legal entity within the near future.
Social Enterprise

A few of the communities have indicated they are investigating the possibility of initiating a social enterprise to help their future financial sustainability. During the Year 2 CLD National Leaders Hui (facilitated by the Department), the community leadership groups attended a presentation from a national provider of social enterprise incubation and support, the Ākina Foundation. This presentation sparked the interests of all the communities, as it appeared it could help with ongoing funding after the end of the pilot. As a result, a few of the communities invited Ākina to speak to their communities about the potential of social enterprise.

Social enterprise was seen by some communities to be a ‘light at the end of the tunnel’ as a way to create more sustainable funding. However, the complexities of social enterprise did not appear to be widely understood by the communities. It appeared that the communities focused their considerations more on the social-good aspects of social enterprise, than the business aspects.

At the conclusion of the CLD pilot, it is evident that the participating communities are not yet in a position to successfully undertake the development of a social enterprise. As the CLD initiatives continue to mature and residents understanding of the operation of social enterprises increase, the potential for undertaking one could potentially become a reality.

Continued support from the Department

While the CLD pilot funding has now ended, the Department will continue to provide advisory services to the communities. While these services may be less intensive, local community advisors will continue to help the communities find sources of funding and expert advice as needed and extend their relationships and connections.

Lessons learned from the CLD pilot

The CLD pilot has provided the Department with useful learnings to help improve the effectiveness of any future CLD programme. Each of the previous CLD evaluation reports have highlighted learnings within their key findings. Some of these learnings have been seen throughout the life of the pilot. These learnings will help the Department refine its approach, and improve the implementation of any future CLD programmes.

Providing further support and resources in the initial stages

Throughout each of the evaluation focus groups, communities continually discussed the difficulties they faced in the early phases of the pilot. For the participating communities, a lot of time was dedicated to understand what exactly CLD was, and what it was the Department expected from them. Some of the common issues they faced in the early stages of the pilot were:

- a lack of understanding of CLD principles and practices;
- difficulties understanding and adhering to Departmental processes, reporting requirements and funding requests;
- a lack of governance experience and training;
- difficulties associated with community consultation and engagement; and
a lack of support with human resources processes (such as the employment of paid staff).

While the services provided by the Department’s community advisors were continually praised, the Department did not have necessary structures in place to ensure the communities were ready and capable to deliver CLD. This was noted in the Year 1 and Year 2 evaluations, and as a result the Department implemented a training and development programme for advisors delivering CLD. This led to an increased understanding of CLD within the Department, which subsequently enabled the community advisors to better communicate these to the community leadership groups.

During the final round of evaluation focus groups, the need for more upfront support was still a common theme of discussion. A member of Roskill Together commented:

>In the beginning, it needed to be required that the Department had a more hands-on approach with the community, instead of backing off. It was needed to help us understand the governance structures and the principles of CLD. It was really confusing for those of us out on the streets trying to get on with the job, because we had to adhere to these processes which we didn’t understand, and, were not properly explained.

**Negative impact of money upfront**

Another common theme across all of the evaluations was the impact that the prospect of funding had on community processes. Many community residents and leadership group members commented that money got in the way of their planning at times, as it negatively influenced peoples understanding of CLD. As the Year 2 evaluation discussed, funding is not necessarily the main driver of CLD. Obviously, funding plays an important role for community plans being realised, but the other side of the funding dollar is that money can ‘get in the way.’

There also appeared to be a common misconception throughout the communities that the funding was available for any and all projects. Some community residents misunderstood the whole-of-community approach needed for a community-led approach. A member of the North East Valley leadership group commented on this:

>That first funding round we really struggled because it was a bit of a money grab. We needed to get some money to get things going, but sometimes the money seemed easier to get than to spend. While everything we applied for was informed by our plan, some of the things we applied for in that initial round never eventuated because the community moved on or simply lost passion for. After some time we had close to $20,000.00 in our accounts and we thought to ourselves, ‘What are we going to do with this?’ And it actually took up quite a lot of our time trying to work through how to repurpose it.

The communities suggested that if the Department is to continue delivering CLD programmes, they need to ensure that communities are well-placed and understand the requirements of CLD before discussing money.
A member of the Mangakino leadership group also reflected on this:

*One of the hardest things for us was trying to explain the whole idea of community-led. I think – well I know – a lot of people right at the start could only see a big pile of money. That’s what a lot of people got fixated on. People were saying ‘Oh, we could do this. And, we could that!’ It took a long time to get over that, and sometimes that mind set still creeps in. But over time, I think the community has become more practical as they understand more about what it is we are trying to do.*

*Clarification of funding guidelines*

Another common learning is the need for clearer funding guidelines. This was a learning from earlier CLD evaluations, and is something that the Department is working towards improving for any future CLD-type programmes.

Communities were at a loss at times during the CLD pilot, as they did not know or understand the Department’s funding rationale. This was especially prevalent in North East Valley.

The North East Valley community had been focused on creating financial sustainability from very early on in the pilot. The community developed three separate funding requests for purchasing properties that could be utilised as potential social enterprises. Two of these were declined and the community pulled out their funding request for the third due to structural issues with the property.11

Without a clear set of funding guidelines the community did not understand why these requests were declined. The Department’s CLD Decision Making Group (DMG) attempted to convey the reasoning for each of their decisions; however, as a lot of time and energy was devoted to preparing these requests, momentum with other projects was lost at times. This negatively impacted morale and risked damaging relationships between the community and the Department which were developed during the life of the pilot.

During the final evaluation focus group, members of the North East Valley leadership group discussed the failed funding requests and the impact it had on their initiative. One member stated:

*There were frustrations with DIA’s processes. Because quite a lot of energy goes into adhering to those for the duration of this project, and at times it has negatively affected our personal relationships. You are going to ask us about sustainability soon, but from our end we spent so much time and energy trying to develop those plans (for a potential social enterprise) that it affected us looking for other funding partners. There was quite a shift that we had to make, and now we are asking how could that all have been fostered the whole way through the pilot.*

11 Further information regarding the decline of North East Valley’s social enterprise funding request is included the case studies section of the report.
If the Department is to continue delivering CLD, clear and concise funding guidelines need to be developed. This will help prevent misunderstandings by communities. It would also ensure that communities know from the beginning of a CLD programme what will and won’t be funded.

**Support provided by the Department’s advisory staff**

Throughout each evaluation it was evident that the communities appreciated the services provided by the Department’s community advisory staff. The community advisors have taken on rather intensive roles during the CLD pilot, and spent many hours with the CLD communities. They have been the face of the Department for communities, and have been responsible for communicating the principles of CLD. As a Whirinaki resident mentioned:

> Our advisor is one of the ‘Aunties’ these days. She has been here for a while, you know. She is one of us now – her whanau is our whanau.

The training and development programme that was implemented by the Department following the first year of the pilot appeared to increase the advisors ability to effectively communicate CLD principles and practices. As discussed in the Year 3 evaluation, the four communities believed that the Department’s advisors had provided valuable information and resources throughout the life of the pilot. Specifically, the advisors were seen as conduits for connecting the leadership groups with various internal and external groups and networks. During the Year 3 evaluation focus groups, a member of the Whirinaki leadership group reflected on this:

> Outside of the CLD kaupapa, the Department’s advisor has really gotten to know our various community groups and networks and is able to supplement those with their own networks outside of the community. This has really helped.

A member of the Mangakino leadership team reflected on the impact of their community advisor:

> I think that the local advisor has been invaluable. She has quite a cool nature that has really helped sooth us at times. She is the face of DIA for us, and she has really helped guide us through what they needed. I think that’s it – every community needs an advisor like her!

With the assistance of Inspiring Communities, the Department has since moved to ensure all of its community advisors are well aware of CLD principles. This will help the advisors better assist any communities undertaking CLD projects and programmes.

CLD principles aside, the communities also noted the importance of the advisor when conveying their funding requests to Wellington. The advisors were the face of the Department within the community, and the advocate of community within the Department. This enabled strong relationships to be established between advisors and their communities and is a testament to the capabilities and dedication of the Department’s advisory staff. A member of the North East Valley Executive discussed the impact their local community advisor had on their initiative:
Our advisor has provided us with much needed continuity, and has been the go between for us and the DIA. And, he has acted quite courageously at times on our behalf. For me personally, when I came on I didn’t really know much about the Project or CLD for that matter. But the advisor provided me – and many others – with continued support and resource. That’s why I think he is absolutely invaluable.
Community case studies

This section of the report provides case studies for each of the four CLD pilot communities. The case studies are intended to provide an illustration of the progress and impact of CLD in each of the four pilot communities.

It is important to note that, while these case studies aim to provide a fair and comprehensive overview of the past five years, they are not all encompassing. Throughout the five year duration of the pilot, each community has completed large amounts of work and have successfully delivered several community projects. These case studies stand to provide a description of the work undertaken and the progress achieved from the point of view of the four communities.

Whirinaki

Whirinaki is a small rural community in the South Hokianga area of Northland. Approximately 400 people live in the community with around 90 per cent of the population Māori. Most people live on papakāinga land. The Whirinaki Awa (river) flows north from Tutamoe into the Hokianga harbour.

The community’s vision is:

*Whirinaki will be a source for future leaders, and an inspired community that retains its unique characteristics.*

Notable achievements as a result of CLD:

- **The restoration of the Whirinaki Awa:** Extensive land works have been completed to free the local river of sediment and blockages, to improve the water quality and reduce surface flooding. The river banks have been fenced off to keep livestock from entering the river, further ensuring that the water is clean. Work has also been done to restore the river banks and help reduce future soil erosion by planting native plants along the banks. This project also supplied employment to some local residents.

- **Te Ra Tuatahi – Marae Solar Power Project:** Solar panels have been installed on the three local marae, to help bring down their operating costs and assisting them to become more self-sufficient.
The Mokopuna and Rangatahi projects: Projects have been developed to provide the local youth various educational opportunities within and outside of Whirinaki. This has helped to foster the development of leadership within the community’s youth by encouraging them to develop and run their own initiatives.

Te Reo Rangatira o te Hikutu: This project has been ongoing from the onset of the CLD initiative. Its intention has been to revitalise the usage of Te Reo Māori, and more specifically Te Hikutu dialect of the hapū. The project has seen several members of the community, spanning all ages, attending and increasing their knowledge of Te Reo Māori and tikanga.

Ahuwhenua Project: This project aims to strengthen local culture through the cultivation of traditional Māori crops such as kumara, corn and peruperu. Land has been designated for the crops and greenhouses, and funds have enabled the purchase of farming machinery and tools. This project, while slow to start, is anticipated to provide the community a sustainable food source. It also holds the potential to possibly provide future economic returns through the sale of surplus produce. Funding has been used to employ local residents to oversee the planting and cultivation of the crops.

Raranga Ake weaving project: The Raranga Ake weaving project is another project focused on cultural preservation, by teaching local residents traditional means of Māori weaving. The project existed prior to the CLD initiative; however, it struggled to run successfully without necessary funding. The CLD funding helped to ensure more regular classes.

Consultation, engagement, and a community plan

In 2011, Whirinaki residents produced a community profile to identify the skills and resources within their community. This provided the community with a foundation to base their future CLD development. The community leadership group was elected in July of that year at the first community engagement hui, and were named Whirinaki Toiora (Toiora).

Toiora conducted several community engagement activities during the first year of the CLD initiative to help them identify key priority areas for development. The overall kaupapa of the Whirinaki initiative is for the people of Whirinaki to have healthy lifestyles and to maintain the local culture for all generations.

As a result of the initial community engagement activities, the community developed four high-level outcomes, or domains for their development. These four domains are the basis of their community plan. These domains are:

- **Social:** A collaborative community, encouraging healthy lifestyles, improving access and investing in the success of our next generation;
- **Cultural:** A responsible community, strengthening our language, history and marae, ensuring our culture and legacy is imparted to future generations;
- **Environmental:** An aspiring community, protecting our waterways and natural ecosystems to ensure sufficient, healthy, fresh water for today and for the future; and
- **Economic:** A strong community promoting opportunities for all.
Following the first year, Toiora focused on the importance of maintaining community engagement and ensuring that community-led processes were being used throughout their CLD projects. Due to the amount of work and responsibilities required by the CLD model, Toiora began having trouble maintaining community engagement and participation. With the assistance of their fund holder, Nga Manga Puriri (NMP), and the Department’s local community advisor, Toiora reviewed their roles and responsibilities. As a result, they hired a full-time employee who would be managed by NMP but work on the behalf of the leadership group. Having staff in place enabled Toiora to focus more on community engagement rather than the day-to-day management and delivery of community projects.

During an evaluation focus group, members of Toiora reflected on the impact of changing their operating structure and introducing community workers. One participant stated:

*In order for things like this to be successful, you have to have a solid foundation and continuity. This is why community workers – the right community workers – are so important. Once you get the right people they give you structure, and you can’t build anything without structure.*

**Progressing the plan into action**

*Seeing is believing, you know? Seeing things on paper is one thing, but some people can’t understand it even if you are talking to them. No matter how pretty of a picture you draw, some people just won’t get it. The way our people are here in Whirinaki is that if they can’t see it, they just think you are doing something else. But once the ball gets rolling, and people can see it and can touch it, that’s when they know something is happening.*

As Whirinaki’s kaupapa is to ensure healthy lifestyles and maintain the local culture for future generations, the community chose projects that would better their physical environment while maintaining their traditional Māori culture and developing future leaders for the community. Initially the community focused on two primary projects; the restoration of the Whirinaki awa and Te Reo Māori education. These projects were identified as being essential to the preservation and future development of the community.

**The awa restoration**

For Whirinaki, the local awa is a source of pride that has sustained the Te Hikitu hapū. As such, the awa was identified as a sustainable community asset during the initial community consultation period. Due to years of neglect, it had become polluted and its banks deteriorated. Sediment and pollutants had clogged the waterway, with little aquatic life within. With little or no fencing along the banks, local livestock were free to roam into the water further contributing to the pollution of the water. This also impacted the structure of the awa as it caused a further deterioration of its banks. Without strong banks in place, the awa regularly overflowed during times of heavy rain causing surface flooding throughout the community.
The community wanted to see the river restored to its natural, healthy state. Restoration of the awa has proven to be an ambitious multi-faceted project which has been ongoing throughout the duration of the CLD pilot. The project has been time and resource intensive, but thanks to the dedication of local residents and the funding from the pilot, substantial progress has been made over the past four years. The project has also provided members of the community with employment.

The work undertaken on the awa has made a considerable impact on the community’s physical environment. Community residents have noted that surface flooding is occurring less, and aquatic life is returning. A member of the community commented on the change in the awa and the potential it holds for future generations in Whirinaki.

‘When I was young, I use to be able to catch fish down there at the bridge. I guess that’s been the aspiration, or dream, of this project – to bring that life back into our awa, making it sustainable for our mokopuna, and our mokopuna mokopuna, and so on. It’s not about us anymore, really – it’s about looking further down the track. This is just the beginning of it. We probably won’t be around to see it all finished. But that’s what it is all about.’

The work on the awa will be ongoing. Following the end of CLD pilot and the Department’s funding, Toiora and the project management team envisage that further maintenance will need to occur. The community are trying to plan for this by looking for potential partnerships which could help provide the necessary funding going forward.

**Cultural preservation**

As a predominately Māori community, Whirinaki is concerned with preserving its cultural identity and practices for future generations. Various projects throughout the life of the pilot have been focused on preserving cultural aspects specific to Te Hikutu hapū and more widely Māoridom. One of the community’s initial projects was on educating residents on Te Reo Māori and in particular the Hikitu dialect. Like the awa restoration, Te Reo language lessons have been occurring throughout the pilot.

Several members of the community, both young and old, have attended the courses. Toiora have promoted these classes as a means of educating the community on the local dialect, proper marae protocol, and tikanga. In May 2016, the project manager and coordinator liaised with Te Whare Wananga Awanuiarangi (TWWOA) who invited the three local marae to participate in a marae-based Te Reo and tikanga education programme. Matai Aranui and Pa Te Aroha marae chose to participate, and classes are now alternating between the two. The programme is covering all levels of Te Reo knowledge, and is also incorporating tikanga, Māori history, whai korero, and waiata. Local residents have stepped forward as programme tutors, and the local Kuia and Kaumātua will lend support as well. This partnership is enabling the Te Reo and tikanga programmes to become more self-sufficient and sustainable into the future.

The community also undertook a rarange ake weaving project to teach residents traditional Māori weaving methods. This was run as an incremental learning project that not only taught weaving methods, but also increased participant’s knowledge of tikanga, raranga and whatu. The project has been well attended, and is now self-sustaining.
During an evaluation focus group, a member of Toiora spoke about the importance of preserving Whirinaki’s cultural identity for future generations. Speaking in the context of the work being done with educating the community’s youth on traditional Māori culture, the member said:

*I can’t speak enough about how important the work that our people are doing with the young ones – getting them to understand our language, tikanga and the ways of our people. You know, the way things used to be and the way things should continue to be. Our ways don’t stop, they are ongoing. It is a legacy that I want to make sure we are leaving for our mokopuna.*

**Mokopuna and Rangatahi – Developing the future generations**

Whirinaki believe that in order for their community to be successful now and into the future, they must invest in their youth. Outside of the awa and cultural preservation projects, projects for the community’s youth have been a primary focus for Toiora. During the initial community visioning process, the community called for an increase in educational and recreational activities for their young people. As a result, the community have created several opportunities for the youth to participate in activities within and outside of the community.

A primary goal of this work has been to increase youth participation in community activities, while also providing environments for them to increase their knowledge and leadership capabilities. Young people are now being encouraged to devise and run their own events and programmes, and it is hoped that these projects will be self-sustaining and self-managed in the near future. For example, the rangatahi have developed their own fitness course which encourages healthy living amongst the community’s youth free of charge. Adults are also invited to attend for a small fee and the rangatahi utilise the profit generated to fund future youth activities.

Members of Toiora have noted the positive impact these programmes are having on their youth, and believe that the momentum achieved will continue beyond the life of the CLD pilot. For example, a member discussed the importance of developing their youth:

*I am always encouraging my son to continue on with the CLD work. Because you know tomorrow is all about them – our rangatahi and mokopuna. We need to keep talking to our young ones because everything we are doing is for them at the end of the day. We need to keep it up, because that’s our real sustainability as a community – our young people.*

**The evolution of the leadership group and project management**

Toiora has undergone several changes in leadership throughout the pilot. The original leadership team led the community through the initiation of several large projects, namely the awa restoration and Te Reo classes. However, they struggled to maintain the community engagement needed to progress new projects. This ultimately led Toiora (with the assistance of the Department and NMP) to put a new governance structure into place.
As a result, Toiora hired a full-time project coordinator to run the day to day operation of the community’s projects. This allowed Toiora to step away from project management and focus more closely on community engagement. However, issues continued to arise with certain factions of the community who believed Toiora were not operating in a transparent nature. A member of Toiora reflected on the difficulties they faced:

I think we all know the history of the first two to three years of this project. I can’t blame my people – they haven’t worked in anything like this before and didn’t know what to expect. For me, I felt that this was a real opportunity as a whanau. It has taken a while for the rest of the community to see that, but now that they can see things underway they understand what we are trying to do. There have been some really big lessons, and I think we all have learned a lot.

Members of the leadership group attended governance training to better understand what their role as a leadership team. They also attended CLD workshops to better understand and communicate the principles behind a community-led model of development. Toiora noted this has had a positive impact on the success of community projects, and increased their ability to communicate and engage with the community.

During the last year of the pilot Toiora further reviewed their project management structure. It was decided that the community worker roles were not working as efficiently as possible. With the assistance of the Department and NMP, Toiora decided that they needed to change the management structure and roles of their project coordinators. As a result, it was decided that there needed to be a dedicated project manager and project coordinator to provide a more structured approach to project delivery.

The impact of the new management structure has been cited by the community, the Department, and NMP as having a positive effect on the overall effectiveness of the initiative. The new project manager and coordinator (both of whom are local Whirinaki residents) have strived to ensure that communication between Toiora and the community is happening on a regular basis. This is helping to mitigate earlier concerns over a perceived lack of transparency by Toiora. The project manager and coordinator have utilised the old water board office in the centre of the community as their offices. This location has provided the community with a point of call for the CLD projects, and has raised the overall visibility of the initiative.

The new project management team are striving to keep detailed records of their proposed spend and actual spend. This is enabling them to easily communicate the expenditures and progress of each project with the community, which is contributing to a more transparent approach.

During the final evaluation focus group, the impact of the new management structure was a primary theme of discussion. It was clear that the project manager and coordinator have made a real impact on the project. For members of Toiora, the impact of the new management structure has highlighted the ongoing need for these roles and the continuity they provide in CLD project.

The project manager reflected on his time in the position, and the impact he believed the new structure provided the initiative:
When we came in, the community – our people – were yelling and abusing each other. Now we see them coming together and actually talking to each other. I mean last night we had a community meeting, and few people actually came because they are happy with where the project is at. It’s been a lovely transformation to watch. In order for things like this to be successful, you have to have a solid structure and continuity. That’s why the community workers – the right community workers – are so important.

Community and Hapū – CLD in a Māori context

As the vast majority of Whirinaki’s population are Māori, the community has provided a unique perspective of community development within a Māori perspective. As highlighted in their community plan, Whirinaki takes great pride in traditional cultural ways. The majority of projects have a component relating to the preservation and promotion of their culture. Residents are encouraged to utilise a bilingual approach during the projects which helps to ensure Te Reo is spoken throughout each project.

The community struggled intermittently throughout the pilot to differentiate between what was hapū and what was community. Not all the community belong to Te Hikitu hapū or identify as Māori. However, Toiora have strived to adhere to the CLD whole-of-community approach. A member of Toiora explained the difficulties surrounding the hapū and community debate during an evaluation focus group:

In an environment like ours, you have hapū and you have hapū. See one is community and one is the locals, but not all of the locals are part of that tribe. So we have had to come back and try and refocus it and say, ‘No, we are ALL community.’ That is what this is all for, the community and hapū both benefit.

It took some time for the community to understand the principles behind CLD, and to differentiate between hapū-led and community-led. Toiora recognise that more work could have been done in the earliest stages of the initiative to better educate the community on these differences. Toiora and their management team believe that they are now in a good place now for moving forward as a whole community. As member of Toiora reflected:

There were some real issues getting people to understand the difference between what hapū is and what community is. That debate just dragged on and on and really slowed us down at times. I don’t know when it was that they finally understood, but even to this day some that language still creeps in. That’s why it is so important that you get everyone on the same page from the beginning. It just makes sure that everyone understands where we want to go and where we are at.

The sustainability of the CLD projects

I think this last year is going to be our best year; I am quite excited about it. It took the past few years for us to get where we are now, and what I have noticed is that CLD has drawn our community together. I believe we have a real opportunity for sustainability here.
Sustainability is at the core of all of the work that Whirinaki has undertaken. All of its projects are intended to sustain the local culture and provide growth into the future. For example, the restoration of the awa is seen as not only restoring the river to its natural state, but as a way of sustaining the growth of various environmental aspects. A member of Toiora commented:

*I think a lot of what we have been doing over the last five years is about sustainability. Use the awa project as an example. It’s all about sustainability – you clean the water supply and you are creating a sustainable water source which is sustaining the return of the fish, which is sustaining the return of the native plant life and so on. We have also decided that we aren’t just using native trees along the awa banks; we are also going to have orchards dispersed along the banks. That creates a viable and sustainable source of food for things like preserves and jams. See, it is all about sustainability.*

As for financial sustainability, Toiora and the management team are working to create and strengthen relationships with various local stakeholders and government agencies. Toiora view the local council, the Far North District Council, as a potential partner moving forward. As the Whirinaki projects have had time to embed and mature, they have attracted the attention of outside groups who have lent their support where they could. Toiora believe that in order for them to continue on past the Department’s funding, further work needs to go into strengthening these relationships:

*Without the project being where it is, we wouldn’t be talking with these other departments. To me, it’s an absolute must. We tabled this at a recent meeting, because these other agencies are the life-blood of what is going to happen in the future. How we work with council, how we work with other government agencies – that is how we are going to sustain.*

Whirinaki hope that projects such as the Ahuwhenua project might be able to eventually provide some economic returns for the community. While the project has been slow to start, it has the potential to provide jobs for local residents. This is dependent on the success of the harvests, and it is likely to take some time to succeed. A member of Toiora discussed the potential of the Ahuwhenua project:

*With the Ahuwhenua project, we are advertising three part time positions. It is small enough amounts of work that it won’t hurt people’s pensions, and it gives some of our people the opportunity to get off the dole. Having these projects where we provide part time employment helps get people off the ground and going. As the project grows, more opportunities will come to employ more people and offer more hours to those we already employ. That’s going to help with the sustainability with this project, but also more employment for our people.*

Toiora are also taking steps towards becoming a legal entity. This would enable Toiora to take control of the CLD assets, and to fully manage paid staff.12

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12 Whirinaki’s staff is managed by their fund holder, Nga Manga Puriri, but work on the behalf of Toiora.
The impact of CLD in Whirinaki

I have to say that change never came easy. We had a hard path to travel, and it was amongst ourselves. The way of thinking has changed a lot among our people. Now, a lot of our people are looking in the same direction. It is still a struggle in some areas, and I have always said that we are our own worst enemies. When you mention things like government or council to our people, it isn’t always pretty. But, it’s like someone said to us – we are a table and a table has to have more than one leg on it to stand. For us, those other legs are the government and council. They have the connections, and the other agencies around them that can help. This has all been about changing the ways we think about this sort of stuff. You know, your worst enemy can be your best friend at times and we have to keep reminding ourselves that.

Throughout the CLD pilot, the Whirinaki community has made great strides to adhere to the CLD approach. The community successfully initiated a number of community projects and have seen tangible and intangible outcomes as a result. The tangible benefits of the CLD approach are mainly seen in the work on the awa. This has been a labour intensive project that has served as a constant visual reminder of CLD.

There have also been a range of intangible benefits for Whirinaki. Work on the preservation and promotion of the local culture has provided local resident’s opportunities to learn and further their knowledge of local customs and language, and has risen the overall profile of Toiora and the CLD initiative. This has led to a greater uptake of CLD projects and overall community participation and engagement.

CLD has also created opportunities for increased community participation. Leadership development is being encouraged and fostered, especially among the rangatahi, to ensure the community has future leaders and is furthering the preservation of the community’s cultural traditions.
Mt Roskill

Mt Roskill covers a large geographical area in Auckland.\(^{13}\) In 2015, the area’s population was estimated at 59,900 and consists of a wide range of ethnic and age groups.\(^ {14}\) The Mt Roskill leadership group named itself ‘Roskill Together’, to reflect its aim of bringing together residents from this large and diverse community.

The community’s vision is:

> To build a prosperous, safe, unique and strongly connected Mt Roskill/Puketāpapa community that is diverse yet cohesive.

Notable achievements as a result of CLD:

- **Roskill Retirement Village**: Supporting residents of Roskill Retirement Village to rejuvenate and utilise a community hall that had not been used for 10 years. This has led to further projects being initiated by the residents of the village.

- **May Road Pedestrian Crossing**: Working in collaboration with Auckland Transport, the Puketāpapa Local Board and several other local stakeholders to construct a pedestrian crossing near a local school as well as creating a large mural to encourage the community to be mindful of pedestrian safety.

- **Roskill Community Champions**: A programme to form partnerships with the community to enable them to receive up-to-date community information and news that can be informally shared amongst fellow residents. From its inception in May 2015, the number of community champions grew from 20 to 300 in less than two months.

- **Neighbourhood Support**: Roskill Together engaged with Neighbourhood Support, Roskill Police and Community Patrols NZ to identify ‘hot spots’ that needed extra attention during night patrols. Residents have commented that they now feel safer in these areas knowing that regular patrols are occurring.

- **Vic Butler Street Party**: Roskill Together facilitated a street party in Vic Butler Street for residents to create and strengthen relationships on the street. The local residents are confident that they can plan future events on their own. Roskill Together have created a Street Part Tool Kit for any other streets that might aspire to similar events.

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\(^{13}\) In the CLD pilot, Mt Roskill resides within the electoral boundaries of the Puketāpapa Local Board.

Partnerships and collaboration with local government: Roskill Together have developed strong working relationships with the Puketāpapa Local Board and Auckland Council. Roskill Together are in the process of negotiating contracts with the council and the local board to deliver and facilitate various services such as the Roskill Community Network and communications for the Te Auaunga Awa project.

Consultation and a community plan

Roskill Together initially struggled to obtain a community-wide vision for their initiative. In particular, the large size of the community resulted in the community consultation taking considerably longer than the other CLD communities. The leadership group eventually implemented a community engagement plan that included face-to-face interactions with residents at local events, the creation of a local newsletter, focus groups and a random household survey.

The aim of the household survey was to gather ideas from residents on what they wanted to see happening in the context of CLD. The survey went live in mid-2013, with 84 houses interviewed over five weeks. The survey findings were used in conjunction with the other consultation activities to help inform the draft community plan. Roskill Together also used the findings of the consultation process to initiate small local events and projects to raise the profile of CLD across the community. A member of Roskill Together reflected on the difficulties they faced in the early stages of the pilot:

*I think an issue that is unique to our community is the incredible diversity of ethnicities, which means that there are so many different opinions on the ways governance should be undertaken. Not everyone sees the importance in things like agendas, meeting minutes, and consensus. What we have had to convey is that it is good to be enthusiastic about wanting to do something good in your community, but you need structure to be successful.*

While the consultation provided Roskill Together with rich insights into the opinions and aspirations of their community, delivery of a final community plan was still delayed. Various reasons for this delay have been highlighted in the previous CLD evaluation reports, with the most common reason relating to issues within the leadership group, and the management of paid staff.

During the 2013/14 financial year, the Department’s community advisors worked with the 13 members of Roskill Together to identify issues that had been impeding their progress and had ultimately delayed the delivery of a community plan. During this time the community advisors were able highlight three key themes impacting on progress. These were:

- a general lack of understanding of CLD;
- issues with governance and personal differences between members of the leadership group; and
- issues associated with the management of paid staff.

With the assistance of the Department’s advisors, Roskill Together identified that many of their individual issues were actually shared throughout the leadership group. The leadership group were able to begin working through these issues and could focus on the completion of the community plan.
In August 2014, Roskill Together held their first annual general meeting (AGM), and were able to present the community with their community plan. The community plan outlined five key priorities, or outcomes, the community wanted for Mt Roskill. These were:

- growing community connectedness;
- pride in Mt Roskill and improved local environment;
- community safety;
- improved employment and local economy; and
- health and wellbeing.

Following the presentation of the finalised community plan in August 2014, Mt Roskill was able to start working on the priority projects. In December 2014, three new community workers were appointed. Similar to the other CLD pilot communities, Roskill Together recognised that having dedicated and experienced community development practitioners was vital to ensuring that community projects progressed.

Since that time, the appointed community workers have made substantial progress and are continuing to deliver the community projects. Even with the community workers, Roskill Together recognise that for their projects to be successful and sustainable, they must have the ongoing support of their community. The community workers are therefore always looking for ways to engage with the community. They also encourage local residents to come forward with any ideas or concerns by having an open invitation to the community to visit their office at any time. A community resident mentioned the positive impact Roskill Together’s community workers and dedicated office space were having on the CLD initiative:

> Having an office which is more visible definitely has had a positive impact on the project. The church (where the office is located) is a bit of a community icon, so people know where it is and feel more comfortable popping in. I think since Roskill Together is now more visible in the community, people are more comfortable with them and what it is they are trying to do for our community.

### Community engagement and stakeholder partnerships

Over the last two years of the pilot, Roskill Together shifted their focus to a neighbourhood and ‘street-by-street’ approach. Roskill Together believe that a well-connected and engaged community, with strong networks is vital to the success of their projects and the sustainability of its projects. Taking a neighbourhood approach has seen Roskill Together grow from an organisation that initially struggled to obtain trust from parts of their community, to a trusted source of knowledge within the community.

As a member of the leadership group commented:

> A significant thing for us was that we thought we could develop a community plan that would suit the whole area. But in hindsight, you wonder why we would ever think this was even feasible. I think, possibly subconsciously, we realised that was never going to work in a community our size. We realised we needed to work with a community group here, and a street there. What we have been doing is breaking down our large diverse community into all these different community development areas.
Another commented on the impact that the neighbourhood approach has had on raising the profile of the CLD approach and Roskill Together.

*People are now approaching us [Roskill Together] more and more often. From being out being out and about in the community, people see us – they recognise us. And even more important, they are beginning to understand that we are here to work with them.*

While Roskill Together continue to engage with their community, they are encouraging residents to take control of community projects. As a result, Roskill Together have been moving to more of a support role, helping to increase leadership within the community. This has also been increasing the community’s interest in the work that Roskill Together are doing, and is helping to bring new people to the leadership group:

*As a result of the success with the Roskill Village and May Road projects, community leaders on those projects have now become committee members. It’s good for us to have leaders on our committee who have come up working with the Roskill Together team at the grass roots level and have a good understanding of who we are and our culture. It’s a testament to the support and guidance the team have been able to provide, and as a result, more people want to be part of the team as well.*

A member of the Mt Roskill community said:

*Roskill Together are encouraging the whole community to come along, not just one group here and there. They are encouraging everyone to come out and chat and see what they are all about. You know, at first I felt like ‘Oh, Roskill Together is here to help me!’ After some time I realised that they are here to help everyone, not just me or other individual groups. That encouraged me to help out with other projects, and I know it has been the same for others.*

Roskill Together are encouraging local businesses and organisations to get involved in the community’s development. Getting outside support was a struggle in the early stages of the initiative, due to poor relationship management from the initial leadership group and community workers. When Roskill new community workers were employed in late 2014, they found it difficult to get the support of various community entities. A member of Roskill Together spoke to these initial struggles:

*We are still dealing with the repercussions of the way things were handled with the previous committees. For example, we just received an invoice from a group for funding that in reality is little more than a line in our community plan. So, we have now received an invoice from a group thinking that Roskill Together owes them money. We are having to explain to them that we are not here to be the funders of their operational expenses, but that we are here to work alongside of them. The accountability was quiet low in the early phases...we are still dealing with these issues from the early phases of the project.*
Roskill Together have made progress over the past two years of the pilot building positive working relationships with local businesses and local government. Currently, Roskill Together are working with both the Puketāpapa Local Board and Auckland Council on contracts to deliver a range of community services and communications. This is further testament to the positive impact that Roskill Together are having within the Mt Roskill community, as they are seen not only by local residents as a leading authority in the community, but also by local government. If Roskill Together is able to keep these contracts, this will go some way to create financial sustainability in to the future:

From my perspective, working from that grass roots community level, the council are realising that they really do need a group like Roskill Together. It’s because of the calibre of people working here, but also because of those grass roots connections. It goes both ways – Roskill Together need the council, and the council needs Roskill Together.

The evolution of the leadership group

Roskill Together’s leadership group has gone through various incarnations throughout the five year duration of the CLD pilot. In the earliest phases of the initiative, Roskill Together struggled to create the necessary structures to ensure that effective governance and management of paid staff was handled in a professional and timely manner. This proved to be an impediment to the community’s overall progress of the CLD initiative, and caused lengthy delays in the delivery of their community plan and subsequent projects.

While greatly appreciating the services provided by the Department’s community advisors, members of the leadership group believe that the Department could have provided more assistance to the leadership group in understanding not only what CLD was, but also what a governance structure should look like. Current leadership group members, some of whom have been involved from the onset, believe that the Department took a far too hands off approach in the initiation of CLD in Mt Roskill. However, they also appreciate that the working relationship with the Department was not always as open and cooperative as it could have been:

I just want to speak to the services provided by the community advisors and their manager. I think there was a period in Roskill Together’s history where we were trying to keep DIA at a distance. We have had assistance offered to us on numerous occasions but there wasn’t the uptake on our end. There are offers for DIA to do more, but when there hasn’t been that necessary uptake, the advisor has just left it there for us. So I think it is important going forward that we inform people coming on that the support is there.

Issues within the Mt Roskill leadership group had lasting impacts on the pace of their project delivery. Over the five years of the pilot, Roskill Together has had three separate chairs, and numerous community workers transit through the project. This had a negative impact not only on the delivery of plans and projects, but also morale within the leadership group.
Current members of Roskill Together believe they are now in the best place they have ever been and interest in the leadership group is at an all-time high. Members of Roskill Together and the community advisors attribute this to the new structures that they have implemented together with strong leadership and knowledgeable community workers. New membership within the leadership group has proven beneficial. Members believe that an influx in new people to the leadership group has brought about new ideas for the community, while retaining the principles of CLD. The leadership group are hopeful that as the initiative continues to gain traction, interest in their work will continue to grow.

**Sustainability of the CLD projects**

As Roskill Together is nearing the end of the financial support provided by the Department’s CLD pilot, discussions on the sustainability of its work and projects are beginning to occur. Due to the slower pace of the Mt Roskill initiative, discussions on sustainability have been delayed. However, the community are taking positive steps towards ensuring ongoing both financial and operational sustainability.

Sustainability was a key topic of discussion during the final evaluation focus group. Members of the leadership group discussed their ideas and aspirations for the community moving beyond the Department’s CLD pilot. While some initial steps are being taken, it was apparent that discussions on sustainability have been difficult. Due to the slow implementation of the initiative, the community has only just began delivering projects as outlined in their community action plan within the final two years of the pilot:

_The hardest part of Roskill’s story is that now that we are finally at this good stage, we have to focus on continuation or sustainability as you call it. If we could have been having these conversations three years ago, it could have made this transition a lot less of a struggle. I don’t want to say we didn’t get good support, but if the Department could have encouraged us to understand the importance of having people with that vital knowledge regarding processes, government and community funding. You need more than just a big heart._

Even though these discussions are occurring late into the pilot, Roskill are taking positive steps towards achieving a degree of sustainability. For example, Roskill Together have created strong working relationships with the Puketāpapa Local Board and Auckland Council. The overall rise in profile of the CLD initiative has led to the Local Board and Council increasingly viewing Roskill Together as a trusted partner in Mt Roskill. They are looking at ways they can partner with Roskill Together to lead and facilitate various community functions and services. One of these is for Roskill Together to facilitate the Roskill Community Network, to bring about collaboration and connections between community-focused organisations. This opportunity will provide a small amount of revenue for Roskill Together, and is seen as a step towards greater financial sustainability into the future.

While financial sustainability is a means to an end for Roskill Together, it wants to ensure that their community and CLD principles remain at the core of their business. The leadership group realise that to continue delivering community projects and to employ the vital community worker positions, attention needs to be paid towards increased fundraising. As the chair of Roskill Together mentioned:
Just before this meeting I had a conversation with [the community worker] about changing their job description to fit in fundraising, because we have to be honest – there must be an element of that going forward. But, it is also difficult moving forward because we want to keep building on what we are doing, with our community and CLD being at the core. But it is going to be very difficult to keep CLD going after the Department’s funding ends. So we might have to go back to a more traditional means of community development (CD) work of identifying a need and then shaping that to suit funders. Because let’s be honest, funders aren’t going to care if it’s CLD or CD. CLD might attract some funding itself, but more importantly it will position us well to create some other projects which have CLD principles at their core.

The impact of CLD in Mt Roskill

While the CLD pilot was slow to start in Mt Roskill, some tangible and intangible outcomes can be seen. The increased profile of the CLD work within the community has brought about greater interest in the development of the community. This has created a more positive environment for fostering leadership development and increased social cohesion in a large community. After all, when comparing Mt Roskill to the other CLD pilot communities, its size and diversity must be acknowledged. While intangible benefits might be easily visible in smaller communities such as Whirinaki and Mangakino, it less easy to see in a community of approximately 60,000 residents. With that in mind, more time will be needed to see the wider impact of CLD within the wider Roskill community.

In comparison to the other CLD communities, it is more difficult to see tangible benefits as a result of the pilot in Mt Roskill. This is mainly due to the types of projects. Given the large size of the community a lot of time has been spent trying to grow community connectedness. Roskill Together have positioned themselves to be a valuable source of local community knowledge. While Mt Roskill has undertaken fewer bricks and mortar projects, they have been able to successfully realise intangible outcomes.

Roskill Together are now focused on future financial sustainability, so that they can continue to provide community services and projects beyond the CLD pilot. A member of the leadership group commented on the future of Roskill Together:

As a group, we need to have some conversations regarding the future of Roskill Together, and who it is we want to be. Over the next six months we need to decide if we want to continue to be focused on CLD; so, are we going to be a CLD organisation? Because we need to decide if that approach is going to help us secure funding into the future, and also look into what possible funding there might be.
Mangakino

Mangakino is a rural town located on Lake Maraetai in the South Waikato. The usual resident population is approximately 750 and around 60 per cent of the population is Māori. The community is also home to a growing number of holidaymakers and approximately half of the community’s ratepayers are non-residents.

The community’s vision is:

*Mangakino – A community of choice.*

Notable achievements as a result of CLD:

- **Completion of whakairo (carvings) for Pouakani Marae:** Pouakani Marae burnt down in 2007 as a result of arson. The marae was rebuilt, but without the funds to complete the whakairo (carvings) the marae could not open. As a result, the community decided to undertake the completion of the marae as their first community project. CLD funding enabled the whakairo to be finished. Pouakani Marae was officially opened on 17 November 2012, with over 700 people in attendance.

- **Construction of a skate park, led by local youth:** Local youth had wanted a skate park in their community for approximately 20 years. The idea of utilising CLD funds to create a shared space for local youth was raised during the community consultation period. As a result, local youth were encouraged by the Mangakino CLD leadership group (MCLD) to devise plans for the type of park they wanted. Youth presented their ideas to the community and Taupō District Council. The project secured funding and support from the Department and the Council. The skate park was officially opened on 20 December 2014 with approximately 150 people in attendance.

- **Mangakino signage project:** A primary focus for Mangakino was to increase tourism. The project aimed to increase the community’s visibility through increased road signage. In conjunction with the local council, Mangakino built several new signs highlighting the activities on offer within the community. They also installed a large sign at the entrance of the town to attract visitors and reflect the spirit of Mangakino.
• **The Healthy Homes project:** Much of the housing stock in Mangakino was built as temporary accommodation for workers and their families while the dam was under construction in the 1940s and 1950s. Many of those homes are still being used today, though lacking insulation and heating. The community wanted to make the housing warmer, so a project was developed to investigate the insulation possibilities and to educate residents how to properly heat their homes. The project has seen several members of the community undergo heating and insulation training in order to assist the wider-community in creating warmer and healthier living environments. MCLD’s community broker also had the opportunity to visit North East Valley to see how its Cosy Homes project is working. This allowed them to compare their approaches and share their learnings and reflections with the leadership group.

• **The Dam Info Caravan:** The community purchased an old caravan that was retrofitted with community advertising. The caravan is being used for community tourism promotion at events throughout the North Island.

• **Heritage Trail:** There are several biking and tramping trails surrounding the Mangakino area such as the River Bike trail. Mangakino wanted to better use these assets to share the history of the area. The Heritage Trail project provides signage throughout the Mangakino and Whakamaru area explaining the local history and points of cultural significance. Several meetings were held with the community to finalise the design of the signage with one using an old penstock from the local dam. Local businesses, the local schools, and residents provided stories and photographs detailing the area’s history.

• **Community learning and training events:** As part of the community’s ‘learning’ outcome, several training sessions have been held in Mangakino during the CLD pilot. These ranged from organisation training to educational and skills-based training. For example, young people were offered agriculture training to help them pursue a career in agriculture. Residents were also encouraged to attend community development and social enterprise workshops to increase knowledge and confidence in running community projects.

• **Community-led events:** MCLD have offered neighbourhood development support focused on engaging neighbourhoods to plan activities and projects that build community connections and develop local leadership. As the CLD initiative grew in Mangakino, local confidence in initiating and running local events has increased. For example, residents have begun holding street parties and are socialising more frequently. One street rallied together to use an empty section of their street for a playground for local youths. The residents of the street worked with MCLD and Taupō District Council to gain permission to use the land and get the necessary funding to complete the playground.

• **Increased community business and organisation networking:** Mangakino has strived to create a better connected community. They have and continue to facilitate various events and hui to connect local organisations and businesses to better use existing strengths within the community.
Consultation, engagement, and a community plan

In 2011, Mangakino began their first community consultation round. Various public meetings were held (and facilitated by DIA staff) to discuss potential CLD projects for Mangakino. The initial community consultation exercises helped MCLD shape the first stage of the CLD initiative. In total, six projects were identified by the community:

- Building Social Capital (Neighbourhood Networking);
- Pouakani Marae Development;
- Community Transport;
- Promoting Mangakino – Tourism Radio;
- Promote Mangakino – Destination Signage; and
- Community and Visitor Information.

The six initial projects provided MCLD with some quick wins, helping to raise the profile of CLD in Mangakino. Some of these initial projects (such as the tourism related projects) have been ongoing throughout the duration of the pilot; while other projects like community transport were disregarded after a brief trial.

MCLD have endeavoured to maintain community consultation and engagement around the community plan and the implementation of new projects. As such, MCLD view their community plan as a living document which needs to be capable of meeting the changing needs and desires of their community. For example, following the first year of the pilot MCLD decided to go back to the community to re-examine the community projects and priorities.

In September 2012, the residents of Mangakino were asked to think about what it was they dreamed of for their community. MCLD called this engagement process *Wow! E Tū Mangakino – Let’s Dream*. A ‘dream wall’ was set up in the community, and residents were encouraged to place their dreams for the community on the wall. In total, MCLD received over 200 ideas from the engagement process with a large percentage of the community participating. The engagement process also enabled MCLD to assess its current strengths and assets. By focusing on the community strengths, MCLD were able to identify leverage points within the community which could benefit future progress.

Once the *Wow! E Tū Mangakino* engagement period finished, MCLD read and categorised the responses into overarching themes. The list of the community’s dreams provided MCLD high-level outcomes which could provide achievable goals and projects that the community wanted. The four primary themes, or outcomes, were:

- a vibrant Mangakino;
- a healthy, well, and forward focused Mangakino;
- a learning Mangakino; and
- an earning Mangakino.

Within these four outcomes, MCLD were able to initiate projects while also continuing on with previous projects from the initial consultation period. Mangakino was also able to begin work with the neighbouring village of Whakamaru to begin looking at development for the wider Mangakino area.
**Focusing on communication**

*I think everyone’s idea of what CLD is, or should be, is probably slightly different. That’s why conversations and engagement are so important; because they connect it all up. You can form a direction as a community, and move forward.*

MCLD have tried to operate in a transparent manner throughout the initiative. At times, concerns arose within the community regarding a lack of information about what work the leadership group were doing. Members of MCLD admitted to facing difficulties initially explaining what CLD was and what their roles were within it. A member of MCLD discussed the difficulties associated with communication:

*I think anything is difficult to explain to other people when you don’t know what it is yourself. We didn’t know what CLD was, neither did DIA. It was all new, so that made communication a bit difficult at the start. But I don’t see how that can be avoided; you’ve got that with anything new.*

MCLD attempted to address these concerns by using a community newsletter – *The Dam City Advertiser* – and distributing their own marketing materials such as flyers and inserts. MCLD have also used social media as a communication outlet, which has proven to be a successful means of news sharing, especially with former residents no longer residing in the community. As at August 2016, the Mangakino Facebook page had received over 1,100 likes.

MCLD also began creating stories and profiles of local residents. The profiles were then hung outside of the local library, available for all of the community to see. This enabled the community to celebrate the accomplishments and everyday life of its citizens. It also provided MCLD with a further platform for engaging and communicating with the community. The MCLD community worker reflected on the impact of the communication work:

*I think it’s been successful because of the opportunities we have taken; like all of the inserts and flyers we pass out. It’s a way of visually communicating all of this information about what is happening with CLD in Mangakino. It’s a way of celebrating what everyone is doing, because not everyone realises all of the things people are doing on a day-to-day basis. So yeah, MCLD has put the little piece of paper together; but, it’s all about what everyone else has done. It’s all about celebrating those successes and what we – as a community – are working towards.*

**Progressing the plan into action**

Over the last five years of the CLD initiative, MCLD have initiated several projects under their four key outcomes. The projects undertaken came out of the Wow! E Tū Mangakino – Let’s Dream community consultation undertaken in 2012. Examples of the projects are:

- **A more vibrant Mangakino**: Increased visitor signage and information projects, community calendar of events and noticeboards, community groups and resident profiles, Mangakino webpage and social media, Mangakino area Heritage Trail, seasonal celebrations and the development of a skate park.
• **A healthy, well, and forward focused Mangakino**: warm, dry and healthy homes, training events, facilitating stakeholder networking, community leadership development, evaluating what is changing as a result of CLD, and environmental projects.

• **A learning Mangakino**: encouraging and working with local schools, preschools and kōhanga to work in partnership, identifying and increasing educational opportunities in Mangakino, and supporting local schools in these initiatives.

• **An earning Mangakino**: tourism radio, increasing opportunities for more visitor accommodation, mobile information caravan and farmers’ markets.

**Mangakino – tourist destination**

Since the beginning of the pilot, the community have focused on ways to increase tourist activity in Mangakino. Lake Maraetai, which was created following the creation of the local dam, provides a tranquil setting which the community believe could be a viable tourist draw card. The community knew that tourists were visiting Mangakino, but they were unsure how many were actually coming into town. Also, accommodation in Mangakino is limited so those entering the town had few opportunities to enjoy an overnight stay in the community.

As such, some of the community’s largest projects related to increasing tourist activity in the Mangakino. One of the first tasks was trying to find out how many people were entering the community. MCLD worked with a campervan provider to set-up a tourist radio project which would provide information on the local area, but also could track the amount of campervans entering into Mangakino using GPS technology. This provided the community with time series data relating to the amount of tourists entering the community. Utilising baseline data from November 2011 to March 2012, MCLD were able to track an increase in campervan traffic of over 220% for the November 2012 to March 2013 period.

The community also wanted to increase its visibility by increasing its destination signage. A few road signs for Mangakino were posted along the local highway, but they had become old and worn-out. MCLD worked with Taupō District Council to gain support for new and more highway destination signage. As a result of their efforts, new destination signage was installed on Highways 5, 1 and 30:

> We wanted to publicise our fabulous community through signage and promotions to attract more visitors and get more resources flowing locally. We have learned that visible change (like new signage) helps build confidence.

The community also worked together to design a new sign for the entrance of the community. MCLD worked with a local designer to try and design something that reflected the heritage and spirit of the community. The final product, constructed of wood and steel, now proudly stands at the entrance of the Mangakino township and is equipped with lights so that it can be clearly seen during day and night.
Healthy Homes

A majority of Mangakino’s housing stock was created as temporary housing during the local dam’s construction in the 1940s and 1950s. Most of these homes feature flat roofs, and lack insulation, double-glazed windows and economical heat sources. As a result, many of the homes are cold and damp during the winter months which create unhealthy living environments for the inhabitants.

The community wanted to address their cold housing issues by examining ways of better insulating and heating their homes. The Healthy Homes project was developed and members of the community volunteered to undergo insulation and heating training. The goal of the project was that once these residents underwent the training, they could then assist other residents who were trying to better heat their homes. This allowed the project to be sustainable beyond the CLD funding, because it enabled the community to proactively address the concerns on their own:

*It is very important to us all, as the majority of our homes were only temporary housing for hydro-workers, and they need to be cosy. To kick-start the project we obviously needed to have communication and discussions with as many whanau and organisations that could play a part. I see the project helping us over the next few years have cosier homes, a better understanding of our community, and to teach our whanau how to create cosier homes.*

Several members of the community and MCLD have undergone the training. They are now passing on their learnings to other members of the community. A member of MCLD discussed the training they had completed:

*There are several of us that have completed our Level 1 training. Five of us have completed Level 2 training, and we are just in the process of completing our assignments to become certified home insulation advisors. It is going to be a huge asset for the community; being able to go into houses and assess how the home performs, and help them find ways to manage and prevent heat loss. It will also help them find moisture, and how to keep a drier home – all sorts of things. We are working on putting together a pilot home which will show the community the differences that this project can have for their homes.*

Mangakino were also able to interact with another CLD community who have also undertaken a home insulation and heating project. North East Valley in Dunedin (NEV) have been doing a Cosy Homes project which seeks to accomplish the same outcome for their community – to provide warmer, drier and healthier living environments for local residents. Members of the NEV leadership group visited Mangakino in 2014 and were able to see the community’s housing issues first hand, while also sharing their reflections and learnings from their Cosy Homes project. Members of MCLD were inspired by the work NEV had started tackling their cold housing issues. As a result, Mangakino’s community broker visited NEV in 2015 to see how their project was running:
When the broker got back from Dunedin, she gave a presentation on all of the work the Valley Project is doing with their Cosy Homes project. With the Christmas Parade about to happen, we are talking about putting together a start-up pack to hand out. It will have things like a draft stopper and window film – we can hand them out as gifts; as a sort of a kick-starter. Because we think you’ve gotta take baby steps with things like this to get people on board.

MCLD view the Healthy Homes project as being sustainable beyond the CLD funding. While funds are needed to purchase the insulation and heating materials, the knowledge of how to properly assess a property’s heating needs now rests within the community. The Healthy Homes project has now acquired a number of strategic partnering agencies such as Beacon Pathways, the New Zealand Fire Service, ACC, Curtain Bank, and Lines Company.

The best part of this project is that even if we run out of money to keep it going full-time, the knowledge will still be here. All of the people who have gone through the training will be able to pass along what they know to others – beyond just CLD.

Community training and learning

Mangakino wanted to increase learning and training opportunities for its residents. By utilising CLD funds, MCLD were able to organise several training opportunities for local residents and organisations. MCLD’s training events have focused on the following:

- community organisation training;
- agricultural training;
- home heating and insulation assessment training;
- increasing CLD understanding and practices;
- youth worker training; and
- various learning opportunities led by the local schools.

The training events enabled residents to increase their knowledge on various subjects, and in some cases helped to provide potential employment opportunities. MCLD also wanted to increase local organisations’ knowledge on sustainable funding, while also increasing the networking between these organisations.

The evolution of the leadership group and project management

Mangakino’s leadership group has been privileged to have various members involved since the inception of the CLD pilot. This has helped the leadership group stay focused on delivering the community plan, while continually increasing their knowledge of CLD principles. Since the early phases of the initiative, MCLD have attempted to reach out to as many residents as possible. They have tried to operate in a transparent means by ensuring that communication is readily available to the community. This helped to raise the overall profile of CLD, and has brought about increased interest of the work MCLD were doing.
During an evaluation focus group discussion, MCLD reflected on the journey as a leadership group. They discussed the need for constant communication, whether that be face-to-face or through inserts and newsletters. A learning for MCLD however was that communication does not necessarily equal participation. MCLD struggled at times to get the necessary community buy-in and collaboration needed to successfully initiate and run community projects. Also, the leadership group felt that large amounts of time were spent trying to get the community to understand what exactly CLD was. This is comparable to the other CLD communities, who also struggled to cope with the time used by explaining and understanding the principles of CLD. A member of MCLD reflected:

*We (MCLD) have found out that we can put out all of the information possible, but people are only going to get involved if they want to. That is a learning for us. The collaboration needed for CLD to be successful can be very difficult to achieve – no matter what your profile is.*

Several members of MCLD also undertook various CLD and other community-development focused training opportunities. The leadership group believed that as their own personal knowledge and skills of CLD increased, communication with the community became more purposeful and effective.

As CLD projects began to gain traction, MCLD quickly realised that there needed to be someone who could manage the day-to-day work and could also be a champion for the leadership group. As a result, funding was received for the part-time employment of a community worker who was managed by MCLD. Having a paid employee who could focus on the operational needs of CLD, such as communication and engagement, enabled MCLD to focus more on the governance of the initiative and the delivery of the community plan. By the projects’ end, two community workers had been employed by the community.

The importance of community workers and community champions was discussed in detail with MCLD during an evaluation focus group. MCLD agreed that these positions are key to the success of community-led activities:

*You need those champions in the community who understand how CLD operates, and can help spread the word and keep that enthusiasm going. Whether that is a paid or not paid position – it is really important. Otherwise, it is really easy for people to revert back to the old way of doing things. But when you have those champions you can just get on with things and it doesn’t take two years to move projects forward.*

It was suggested that the Department should ensure that future CLD communities have a community worker in place from the very beginning of this type of work:

*You need to start off with a paid worker right from the start. We didn’t know we could do that. I think that’s a key role, because they are the ‘connectors.’ It’s all about connecting everything up and communicating. You need that type of person around – it’s key.*
The sustainability of CLD projects

For community-led development to be sustainable, it can’t be rushed. This is still a journey and we have learned new things every day. We have learned that it takes time and lots of patience to keep everyone involved – but that’s what you have to do to build strong community foundations for the future.

MCLD have tried to create projects and change which can be sustainable beyond the CLD pilot’s funding. This has been done through various means such as the upskilling of residents, fostering the development of leadership and establishing strategic partnerships. Like the other CLD communities, discussions regarding the sustainability of the community leadership group have taken place fairly late into the pilot. However, MCLD believe that if the CLD initiatives have been successful, there is little need for a community leadership group. They believe that through the work they have undertaken during the pilot, the upskilling of community residents, and the collaboration between local organisations has enabled the community to undertake projects on their own.

During an evaluation focus group, members of the leadership group discussed how the leadership group represents another layer of bureaucracy that may not be needed in the future. They discussed that a true test of whether their efforts have been successful is if community residents now feel confident initiating and running community development projects on their own. They also discussed how the intention behind much of their work was to establish sustainable approaches which would encourage local residents and organisations to carry on the projects beyond the life of the Department’s pilot. A member of MCLD commented on the future of the group when they said:

I don’t think we have really answered the sustainability question yet. I am not sure if MCLD will continue. I suppose our hope is that community organisations are now in a position where they can come together and form their own stakeholder group. We can continue to work together using a collaborative approach without needing another layer, or another group. I just don’t think it is needed anymore.

Another member said:

Personally, I think the end goal of this was that we would have a more sophisticated community and a stronger community – more confident. It’s a community that can go out and say, ‘Right – I can find the right money. I can find the experts I need, and we can do this. We’ve seen lots of examples of how this works, and we want to go forward on our own.’

Whether or not MCLD carries on beyond the CLD pilot, the community has ensured that the physical assets of the CLD initiative will be cared for into the future. MCLD established a memorandum of understanding (MOU) with Taupō District Council which outlines that following the end of the CLD pilot all physical assets will be cared for and maintained by the Council. This means that large tangible benefits of the CLD activities such as the road signage, Heritage Trails, skate park and play ground will be maintained in perpetuity.

MCLD also are hopeful that the vital community worker position will be able to continue on. While they were unsure of how this position would be funded at the time of the evaluation, it was widely agreed that this position would be a vital point-of-contact for future development.
The impact of CLD in Mangakino

*I think all of this has been worth it. In ten years, we are really going to be reaping the rewards of this work. I think all we have done is get the snowball rolling, you know?*

As a result of CLD, Mangakino has experienced tangible and intangible community outcomes. By focusing on their four high-level outcomes, the community has been able to implement several projects which have led to various physical assets for the community as well as the realisation of intangible benefits such as greater collaboration, networking and leadership development.

At times during the CLD pilot, the community leadership group has faced resistance and deterrents from various factions within the community. However, MCLD persevered and continued to attract more attention within the community. This highlighted the need for ongoing communication amongst the community, and that in order for future initiatives to be successful, continuous consultation, engagement and community buy-in are key.

It is uncertain what direction the community will go in following the completion of the CLD pilot. The leadership group are going to have to decide what their role is and whether it will carry on. The work undertaken during the pilot will have increased the community’s capabilities and confidence, which, it is thought, may make the leadership group unnecessary.

Also, the continued efforts on the behalf of MCLD to create stronger networks between local organisations and businesses has led to a more united and networked community. This will undoubtedly have a positive effect of the future development of community-led projects.
North East Valley

North East Valley (the Valley) is a suburb in north Dunedin with a diverse range of ethnic and social groups. Approximately 4,500 people live in the community which has a high proportion of low-income households. The community runs along North Road, and has some of the oldest housing stock in Dunedin, much of which have poor insulation and heating.

The community’s vision is:

A strongly connected, healthy, sustainable community with places, spaces and activities that enable belonging and connectedness: no matter whom we are or where we are from, together we have a voice, make action and create hope.

Notable achievements as a result of CLD:

- **Establishment of community rooms:** CLD funding helped the North East Valley community purchase prefabricated buildings to use as community rooms and offices for the North East Valley project (the Valley Project). The rooms are on the North East Valley Normal School grounds, which is located centrally in the community. The rooms are currently well utilised, with a number of community groups using the spaces. The rooms also hold after-school tutoring and mentoring in conjunction with the school. The community rooms have become a hub for the community and enable the Project’s workers to easily interact with local residents.

- **Cosy Homes project:** North East Valley has some of the oldest housing stock in Dunedin. Many homes lack insulation and effective heating sources. This creates unhealthy living environments for the local residents which negatively impacts on health outcomes and possibly on school truancy rates. The community created the Cosy Homes project to train members of the community in home heating and insulation assessment so they could assist other residents with better heating their homes. The project has assisted several households in the community with their insulation needs and has provided assistance with things such as window film installation.

- **Community transportation:** Transport for residents in the community was raised in the initial phases of the pilot. The community wanted more opportunities for its people to access transportation within and outside of the community. CLD funding enabled the community to purchase two new vans which are currently stored at a local school. A trailer has also been purchased so that larger items can be moved around.
• **Ongoing community dinners and events:** The community have been hosting community dinners since before the CLD pilot began. CLD funding enabled these to continue, and they have now become self-sufficient and are being run independently of the Project. The Valley leadership group believe that events such as these are essential in furthering community connections, networking and ultimately social cohesion.

• **FoodShare programme:** In conjunction with FoodShare Dunedin (a perishable food rescue organisation), the Valley Project are providing food boxes to individuals and families throughout the community who need help. Several local organisations and businesses are providing resources (food) for the project. The programme currently services approximately 28 adults and over 50 children, and 550 meals a week.

• **The Valley Voice newsletter:** The Valley Project writes and produces a local newsletter, *The Valley Voice*. This provides them with a platform to inform the community of the work they are undertaking, while also highlighting local events. The newsletter also provides advertising for local businesses, which provides financial returns to cover production costs. The newsletter is delivered throughout the Valley and also in the nearby community of Pine Hill.

• **The purchase and development of a community workshop:** The Valley Project wanted to invest in property to house a community workspace. The community have purchased an old garage on Allen Street and are in the process of establishing it as a community workspace that can be used for a range of functions. Local arts groups are utilising the space for arts education and creation, and the Valley’s bike library is going to be held there. The Project is charging small fee for the use of the space which will be used to help fund the ongoing community development work.

### Consultation, communication and a community plan

*We try and avoid calling them meetings – nobody wants to come to a meeting. So, we call them conversations.*

The North East Valley (the Valley) community initiated a community development project years before the inception of the CLD pilot. This makes the community unique in comparison to the other pilot communities, because NEV already had an established project and leadership group before being approached by the Department. The Valley Project was initially established to address issues related to education in the Valley. Over time, and with the advent of CLD, the Valley Project has moved to address issues impacting the whole community while still focusing on ways to better educational and environmental outcomes for the Valley.

The Project is run by an executive leadership group (‘the Executive’), which is comprised of twelve elected representatives from across the community. These representatives cover a range of local interests such as neighbourhood businesses, health, early childhood, arts and education. The Executive openly encourage grass roots, inclusive and organic processes. This has boded well with the CLD approach, as it focuses on whole-of-community, bottom-up processes.
The aims of the Valley Project are:15

- enhance the life of the community, in particular to promote the wellbeing of local children and their whanau.
- support local organisations and community members to promote, coordinate and collaborate activities in education, health and care, environment, community action and promotion, and establish new charitable activities when deemed appropriate.
- give a process to identify local needs, establish priorities, evaluate resources, facilitate activities and publicise them.

Through various engagement and consultation exercises, the Executive recognised early in the pilot that their community were eager to generate ideas for the Valley. The Executive found that when community could see their ideas in action, they felt empowered. The Executive believed that empowering the community leads to hope, as the residents believed their voices were heard and that their community matters. As a result, the Executive set out to take the community’s ideas further by enlisting ‘community thinkers’ to assist them to envision what these ideas would look like in practical terms.

During an evaluation focus group, members of the Executive reflected on the rise in confidence in their community as a result of seeing CLD in action. One member said:

_We (the Executive) have seen a sharp rise in people’s confidence in creating and running events. They have seen the good things happening in the Valley, and that was the catalyst that gave them a push to get involved._

The Valley Project created a community plan by assessing the community’s ideas. It then created a strategic plan that covered six overarching themes:

- social inclusion;
- education and lifelong learning;
- cultural and ethnic development;
- environment;
- economic development; and,
- administrative/resourcing.

The Executive was able to create a suite of projects underneath the community’s six key themes. The Executive found that as projects were initiated, more members of the community become involved. Residents were able to create personal connections between the projects, which fostered a cross-pollinating effect for the initiative. Increasing community connections and fostering furthered social cohesion within the Valley have been noted as key outcomes for the community.

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15 The Valley Project. ‘About us.’ Accessed from: http://www.northeastvalley.org/#!about/cee5
Progressing the plan into action

The Valley Project has initiated several successful projects throughout the duration of the pilot. The Executive have continually focused on initiating, supporting and facilitating events that get more people in the community involved in the Valley Project. They have also caught the attention of some strategic local stakeholders such as Dunedin City Council (DCC).

Cosy Homes

The Valley is well known for its cold winters. As the name suggests, the community rests in a valley, between two large hills. During the winter many parts of the Valley receive very little sun, resulting in cold and damp living conditions. To further the issue, the Valley has some of Dunedin’s oldest housing stock, much of which lacks modern insulation and efficient heating sources.

The community wanted to address its cold housing issue, as it is recognised as causing health issues and also contributes to greater absence rates for the local schools. The Cosy Homes initiative was created to assist local residents assess their home heating and insulation needs. The Valley Project was also able to provide assistance with DIY tasks such as installing window film and draught stoppers, at no cost to the residents:

*The Cosy Home project is particularly beneficial to the very young and the very old. So if we can make it easier to heat or reduce the heat loss or reduce the damp build up, then it makes the winter more bearable and makes people’s health a bit better.*

Local residents and the Valley Project community worker attended training for home insulation and heating assessment (similar to the training undertaken by residents of Mangakino). This enabled them to keep, and share, their knowledge within the community.

To date, several homes within the Valley have received insulation and heating assistance from the Project. The DCC have applauded the work that the Valley Project has done with the Cosy Homes initiative. The DCC currently estimate that the city of Dunedin has over 18,000 homes that are not warm enough to ensure healthy living environments for the inhabitants.16 As a result, the Council has developed its own Cosy Homes Trust, tasked with improving the insulation and heating in the city’s housing stock.

Community events – Fostering community connections

Throughout the pilot, the Valley Project has run several community events each year, including community dinners and Matariki celebrations. While events such as these were occurring in the community prior to the CLD pilot, the Executive has noticed a larger uptake and participation over the past five years.

The Executive believes that the community dinners in particular have helped to increase connections amongst residents, and therefore has helped to increase community cohesion. They are also a helpful introduction into the community for new residents in the Valley. The success of the community dinners is fostering deepened connections in the community:

I think back on the community dinners over the last seven or eight years. When I first got involved I maybe knew half a dozen people of the hundred or so that turned up. Now when I go, I don’t know most of the people there – but, I feel much better connected now than when I started. Because it isn’t the same hundred people turning up each time; it is continually changing. But each time it is exposing you to a couple members of the community who you have never talked to before. It is continually creating new, and strengthening old, relationships and connections.

**Cultural and ethnic development in the Valley**

The Valley has been concerned with developing and supporting growth in all facets of the community. Outside of their more tangible projects, the development of cultural and ethnic outcomes for the Valley has been a priority since the beginning of the pilot. The Valley Project developed various community projects with a view to enhance the cultural aspects of the Valley through supporting the arts, social inclusion and appreciation and recognition of the varied ethnic makeup of the area.

The arts have been a primary focus for the Project throughout the pilot, and as such various arts related projects have been undertaken. Local arts education and interest groups have been well attended. Also, the Valley Project has established a portable art exhibit called the Art Tardis. This allows local artists to have their works publicly displayed, while raising awareness of the range of arts opportunities available within the community.

Outside of the arts, the Valley has also looked to further cultural appreciation and recognition. The community is home to a wide range of ethnic and cultural backgrounds and the Project want to ensure they are all inclusive. Extensive work has happened with local Māori residents to educate other residents on their cultural activities and language. Te Reo Māori and Matariki festivals have been run. The Matariki festivals have both been especially successful, with a large number of residents in attendance. The Valley Project is also working to form close ties with the local marae to find ways that they can collaborate in the future.

**The Valley Voice**

The Valley has been producing a local newsletter, *The Valley Voice*, for over twenty years. It has become a Valley institution and is currently delivered to over 3,600 homes within the Valley and Pine Hill. The Project is responsible for the creation and publication of the newsletter, and they use it as a means of better connecting their community by raising awareness of community events and happenings. The Valley Voice contains local news, and also highlights the work of local groups and events. The Voice also provides a forum for local businesses to advertise themselves which provides small financial returns for the Project.

*I think the best part of it (The Valley Voice) is that it’s really hyper-local. So, all our stories are either about things that are happening in this area or about people that live in this area, events that are on here.*

During the CLD pilot, the Valley Voice has been more widely distributed to now include the Pine Hill community. It has also undergone a rebranding to include the Project’s new logos, and it is now printed in colour. The Project believes that open and regular communication is vital to growing community awareness and connections, and the Valley Voice has been one of the primary vehicles for doing so.
The evolution of the leadership group and project management

The Valley Project was operating well before the initiation of the CLD pilot. In comparison to the other communities, the Valley already had residents with governance and project management experience. This helped the group to initiate community consultation and engagement faster than other CLD communities. As a result, the Valley was one of the only communities to request, and be granted, project funding in the first year of the pilot.

However, the experience held within the Executive did not mean that there were not areas for growth. The Project had difficulties with their initial community workers, to the point of needing legal advice. The members of the Executive sought out the advice of the Department, and it was able to grant funding for the purposes of consulting human resources and legal expertise. This led to one of the learnings in the Year 2 evaluation which stated the Department needed to provide further support to the participating communities in relation to HR matters – especially the hiring and management of paid staff.

A member of the Executive discussed the impact of having to use employment experts:

*Managing staff on a daily basis is something we might do in our normal work, but in this situation where you might only be able to pop along once or twice a week it becomes quite different. So, being able to have some type of HR support is really beneficial. Also, the advice around things like job advertising, contracts, etc. has been invaluable.*

Similar to the other community leadership groups, the Executive have had to continually remind themselves of the importance of governance over day-to-day project management. For the Project, employing community workers early in the initiative better enabled them to focus on the overall governance of the initiative, while the management of activities and projects could be led by paid staff.

Employing project staff has given the Project an enhanced profile within the community, and has also provided a clear point of reference for local residents. The community workers are based at the community rooms on the North East Valley Normal School grounds. This is a central location within the community, making it easy for residents to access information regarding the various community projects underway. The community workers are currently working on tools and processes which will enable them to better assist residents to initiate and run community projects themselves:

*We are developing tools as staff. Because, the reality is that we have people streaming through our door, but we also have our own workload. So we are trying to develop tools focused on micro-facilitation. Often what might happen is that someone comes to our door with an awesome idea, and then they want to give it to us to do for them – there’s danger in that. So what we want to do is develop some tools and processes for facilitation, so that when someone walks through our door we can work through questions with them that will help and empower them to own their idea. That way, the idea remains with them and we can just give them the tools to make it happen.*
The sustainability of CLD projects

*I think our role going forward will be more or less the same. We will still be engaging and communicating with our community like we have been for close to twenty years. Sustainability is not just about finances.*

The Valley Project has examined several means of achieving financial sustainability following the conclusion of the CLD pilot. The Executive and community workers consulted with their community on various occasions to see what ideas they might hold for potentially achieving financial self-sufficiency. The community voiced their interest in a potential social enterprise that could provide social benefits for the community and a revenue stream for the ongoing operation of the Project.

As a result, several social enterprise ideas were investigated. These included:

- purchasing an old post office in the Valley to be converted into a café;
- purchasing student accommodation and providing a scholarship to a student who in exchange would manage the property;
- purchasing flats in Pine Hill to provide low-income rental accommodation for members of the Valley and Pine Hill communities;
- setting up a photo booth on Baldwin Street, ‘the steepest street in the world’ located within the Valley; and
- setting up a community workspace that could be rented to community groups for low rates with the profits used to fund the Valley Project.

The Project initially moved forward with the idea of purchasing the post office. The Project presented the Department with an initial funding request and, at the request of the Department’s CLD Decision Making Group, an extensive business case. However, this request was declined as the Department did not believe the business case was strong enough.

The Department encouraged the Valley to seek other potential social enterprise ideas, while providing them with feedback on their initial business case. Subsequently, the community provided the Department with two more requests for the purchase of local properties to run as social enterprises. Both of these requests eventually failed to progress.

**Declined funding requests**

The Department appeared to struggle with approving the Valley’s funding requests for property purchase, as it believed there were possible implications for the purchasing of capital expenditures such as property. As there were no clear funding guidelines, the Valley were never discouraged from pursuing the purchasing of property and as a result continued to pursue these ventures even after the initial request was declined.
The length of time it took the Department to arrive at a final decision frustrated the Executive and community workers. As a lot of time had been spent in pursuing these requests, focus was lost on other ongoing projects and other potential funding partners were not pursued. To further complicate matters, the timeframe of the CLD pilot’s final funding round left the Valley little time to develop a new plan, and left them close to not having a plan for financial sustainability in place as they believed social enterprise underpinned the community’s sustainability plans.

During the November 2015 evaluation focus group, members of the Executive discussed at length their frustrations with the declined funding requests. They said that many people who had been involved with putting together the funding requests had grown disillusioned with CLD and the Department. One member stated:

_I just don’t think they (the CLD Decision Making Group) know how much work and effort – from so many people – went into all of that work. After the post office fell through, we worked so hard to make sure our business plan was sound. We sought legal advice, business planning advice, you name it. And we did it all within their (the Department’s) time frames. But the length of time it took for them to give us an answer, and all of the additional information they asked for really impacted quite a few of us. It took our focus off so many other things we could have been doing._

Eventually the Project moved forward with a further property investment idea which was approved.

**The community workspace and photo booth**

While the Valley Project was unable to get funding for larger property investment, they were approved for funding to purchase an old garage on Allen Street. The garage was being rented at low cost by the Project as a community workspace. Local groups were using the space for various types of projects such as arts education and the bike library. Purchasing the garage has enabled the Project to have a permanent community workspace, which will also provide a small economic return through renting space to various community groups.

Funding was also approved for the Project to purchase a photo booth which is to be placed on Baldwin Street. With the high numbers of tourists that frequent the steep street, the Project believes the photo booth will be well used. It will return a small income from the sale of photos and will also provide them with an opportunity to sell advertising space.

**Collaborating with local companies and organisations**

The Department’s local advisor is continuing to assist the community examine other funding sources to help provide some one-off funding for future projects.

The community are also investigating the potential of collaborating with local companies and organisations. One possibility is working with the Cadbury’s chocolate factory on the annual Jaffa race down Baldwin Street. The Project has previously approached Cadbury’s to express interest in being one of the event’s designated charities, but were turned down. A member of the Project Executive suggested:
There is potential in re-approaching local companies like Cadbury’s when they do the Jaffa race on Baldwin Street. There is an incredible cost that comes for Valley residents, especially Baldwin residents, for a massive event like that – but there is very little reward for them. I know that Cadbury’s has already said no once to the Project for being one of the charities of the event, but I think if we can impress upon them the amount of money that is generated with that event – which is in our community – but, almost all of that money leaves our community.

The community are hopeful that they will eventually be able to impress upon the company the impact that such a large event has on their community, and how much it stands to benefit from it.

The Project is also continuing to strengthen their relationship with DCC, and are investigating potential areas in which they can work together to deliver various community services and projects. The Council has created its own Cosy Homes Trust and the Project believe this provides them with an ideal opportunity to work in collaboration with the Council:

I think what North East Valley is doing for Dunedin is showcasing the potential of a micro-community board that does consultation well. It’s a grass-root, bottom-up structure and I think ideally I would really love to see a longer term future where there is a bit of devolution of power where we have a meaningful, lasting relationship with the council that is resourced. I think we will continue to have that conversation with the council, but we need to do it in a strengths-based, collaborative way. I think that is the next step for us – continuing to build that relationship.

The impact of CLD in North East Valley

I think we have changed the way we think about a lot of our work. When I started, we were very much focused on deficits – looking for areas where we could add value and make things better. Over time though, we have moved more towards a strength-based approach where we can use our assets to our advantage...It’s all about changing the way you think about the world around you.

North East Valley resident

While the Valley Project was operating well before the CLD pilot, the funding and advisory support provided by the Department has assisted the community to create larger change, both tangible and intangible. The establishment of community rooms, and now a community workspace, will enable the Project to continue its work into the future. It has also enhanced greater communication and networking amongst community residents, and provides a centralised point of call within the community.
Perhaps the greatest impacts for the Valley are the intangible benefits of utilising a whole-of-community approach. Members the Executive have noted greater participation and collaboration between residents and community groups, and more frequent communication and celebration of community successes. While the Project admits that it is hard to measure, they believe that the Valley has become more resilient as a result of their development work. There has been a marked increase in new businesses appearing within the community, which are utilising formerly empty shops.\textsuperscript{17} The community has received positive accolades from local media, with one writer from the \textit{Otago Daily Times} proclaiming:

\begin{quote}
\textit{What strikes me most as a relative outsider is how vibrant and diverse this North East Valley community is today. Probably the most visible example that caught my eye is the Valley Project with its community rooms in the grounds of North East Valley Normal School. I hope this government-funded community-led development project continues to be supported...there is certainly much happening down in the Valley if you want to be a part of it.}\textsuperscript{18}
\end{quote}

Positive acknowledgements from those outside of the community have helped to raise the profile of the Project within the wider-Dunedin area, and are a testament to the positive outcomes achieved by the Valley Project.

\textsuperscript{17} Riddiford, J. (18 February 2016) ‘Valley business perks up.’ \textit{The Star}. P. 18
\textsuperscript{18} Eyrem T. (02 February 2016) ‘Life in the valley rewards scrutiny.’ \textit{The Otago Daily Times}.  

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