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Inspiring Communities

VICTORY VILLAGE FORUM AN OVERVIEW 27-29 JULY 2011



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*Naku te rourou nau te rourou ka ora ai te iwi
With your basket and my basket the people will live*

Executive summary

More than 250 delegates attended a Victory Village Forum in Nelson, July 27–29, 2011. The forum aimed to showcase the Victory Community — ‘Kiwibank New Zealand Community of the Year’ in 2010 — and share information about family-centred, community-led development.

The three-day forum, organised by Victory Village¹, Inspiring Communities and the Families Commission, was fully subscribed – underscoring an interest in New Zealand in thinking differently about how we work within and across communities, and promote family-centred, community-led ways of working. This new way of working requires thinking about what is best for families, and allowing communities to lead the changes they want to see.

The forum received widespread interest and the more than 250 delegates² came from central and local government, iwi, community organisations, social service providers, education and health sectors, business and funding agencies. The diverse mix of people represented the individuals, groups, agencies and organisations working at all levels of family-centred, community-led development.

The forum gave the participants maximum opportunity to share information and extend their networks. Concurrent workshops, run by facilitators who work within family-centred and/or community-led development, discussed starting points for this way of working, and the skills required. The homegroup sessions allowed participants to safely share their ideas and experiences; their successes, challenges, reflections and learnings.

The discussion in the World Café was structured around specific questions that delved more deeply into issues associated with family-centred and/or community-led ways of working. Finally, the plenary sessions invited guests with different backgrounds, and therefore perspectives, to speak more broadly about the current ‘environment’ for family-centred, community-led development.

Overwhelmingly, themes of pride, achievement and positivity emerged from the forum. Participants shared stories of communities using their strengths to lead locally run initiatives, local government and businesses understanding the importance of applying the ‘family lens’ and successes ‘against the odds’. The forum emphasised and endorsed the importance of local communities leading family-centred action. Change must be driven ‘from the ground’, and communities must ‘own’ the process if they are to be successful. There is a desire to see the learning and insights gained at the forum shared with key community funders, policy makers and central government. A set of resources, case studies and support materials would be a useful way of disseminating the wealth of ideas and experiences shared at the forum with all those wanting to know more about this way of working.

¹ Victory Village is made up of the Victory Community Health Centre and Victory Primary School and their communities.

² Breakdown of participants: 103 people from non-government organisations, 74 from central government agencies, 30 from schools, 26 from local government, 10 from funding agencies, four from academic and research institutions, two from the business sector.

Introduction

The forum has shown that communities from all around the country are using their strengths to achieve amazing and positive outcomes for families and whānau.

Mark Brown, Principal, Victory Primary School



The Victory Village Forum was the first family-centred, community-led development forum held in New Zealand. It was held in Nelson from 27 to 29 July 2011, and brought together 250 participants from many different sectors, including community, health, business, education and government.³

This report describes what happened at the forum, and the findings that emerged from it.⁴ It outlines the purposes and structure of the forum, and then follows the three-day structure of the forum itself, identifying its key themes and ideas. Finally, it identifies some possible future work and new directions.

The forum was fully subscribed, indicating an appetite for understanding the ideas, information, inspiration and support that is needed to strengthen family and community development. The level of positive energy at the forum was also high; participants shared their stories and different ways of working, which others affirmed and encouraged. People made connections and the seeds were sown for networking to continue at local, regional and national levels.

Several key themes emerged, amongst them:

- positive strengths-based approaches counteract negative, deficit thinking
- it is good to build on what you have and use existing resources innovatively
- small things, added together, can achieve great results
- be brave and persevere
- everyone matters, and has a role to play, in this mahi — it's about talking and working together
- leadership is important, and important leaders may come from unexpected quarters.

It makes sense to add value to what already exists in a community; that is, sharing resources such as buildings, networks, and relationships to extend the capacity of the whole community to become better connected and further resourced.

Kindra Douglas, Victory Community Health Centre Director

³ Breakdown of participants: 103 people from non-government organisations, 74 people from various Central government agencies, 30 from schools, 26 from local government, 10 from Funding Agencies, four from academic and research institutions, two from the business sector.

⁴ Further information is available on www.confer.co.nz/victoryforum

Purpose of the forum

Strong and resilient families and strong and resilient communities are interlinked. The skills, tools, knowledge and practices that grow strong families also grow strong communities.
David Hanna, Chair of Inspiring Communities

The Victory Village Forum was designed to give participants an opportunity to learn from and inspire each other, building on the practical and inspirational developments of Victory Village, and other initiatives throughout New Zealand.

The forum was held in Nelson, and opened at the Victory Primary school campus, so that participants could experience the 'look and feel' and some of the magic of Victory.

The forum's goals were to:

- learn about the Victory approach to family-centred, community-led development;
- share and hear a range of experiences of working in a family-centred and community-led way;
- build a network of people who can continue to advise, support and inspire each other;
- explore how meaningful change occurs, discuss ways to promote intentional change, and to capture and demonstrate progress;
- develop thinking about strategies and 'pressure points' for systems change, building on systems change already taking place in New Zealand.



Q: Why are you here?

“Family-centred/community-led development is about keeping families and residents at the centre of everything, so that instead of having pre-determined solutions, like programmes to give to communities, it's starting with listening to what people want and then tapping into shared resources within communities and organisations, to help bring their own visions and dreams to light.”

Rebecca Harrington, Lifewise and Takapuna Methodist Church

Structure of the forum

We can't solve problems by using the same kind of thinking we used when we created the problem; if we do the same old stuff, we get the same old stuff.
Mark Brown, Principal, Victory Primary School

The forum was structured to maximise opportunities for participants to share their knowledge and experiences of family-centred, community led development, discuss their challenges and generally learn from each other. Recognising participants as key knowledge holders, the forum was built around having time for facilitated, small group discussion (homegroups), extended by a World Café process, and informed by the workshops and plenary speakers, or provocateurs, who each brought a different perspective to proceedings.

Homegroups

Homegroups were designed to give participants an ongoing 'base' where they could:

- share their own experiences;
- explore the content and themes of workshops/plenary sessions; and
- build relationships.

Participants were randomly allocated to one of 19 homegroups, which were facilitated by experienced, trained Nelson people. These facilitators recorded the themes and ideas raised in the homegroups and workshops.



Q: Why are you here?

"To see what's working here, and take it back to our community and say this is a programme and these are some of the outcomes we need to have a look at so we're not reinventing the wheel."

Mike Haddon, Community Response Forum.

Most participants said they enjoyed and appreciated the homegroups; some even said they were the best aspect of the whole event. Facilitators noticed the homegroups change between the first and third sessions. The group members quickly built trust with one another, with many people exchanging contact details, having extended conversations with one another, and talking enthusiastically, in pairs or small groups, outside the homegroup process. As the participants held different roles within a wide range of organisations, the homegroups enabled them to meet, greet and get to know each other.

The following excerpt, recorded by Nancy Eisenberg, a homegroup facilitator, indicates the kind of dynamic created in homegroups:

Someone spoke of difficulty getting resources — her example was in an IT capacity — there was an echo of "Yes, it's hard to get funding" and then a voice in the group said "My organisation/department can help you". There was a buzz around discovery that two of our group members at Community Relations, Department of Internal Affairs, were keen and able to help in a variety of ways and were just waiting to be approached by community groups — not just for cash but for advice, liaising, great ideas.

Plenaries

After an opening session at Victory School, when the Victory story was told, the rest of the forum was held at the Nelson College for Girls. Plenary sessions were designed to present different perspectives on family-centred, community-led development — rather than just expert views. Perspectives from central and local government, philanthropic organisations, and the community helped to inform participants, and provoke wider discussion.

Workshops

Two series of concurrent workshops were held. The first series explored a different 'setting' or starting point for family-centred, community-led development. Participants shared practical ideas and examples of what had worked within their own communities. The second series of workshops looked at skills and techniques that can contribute to effective family-centred, community-led development and add capacity to organisations that are working with this approach.

World Café

On the final day of the forum we initiated a World Café-style discussion to share the ideas and discussions from the homegroups. World Café conversations create a conversation network around questions that matter with a large group. The purpose of the café is not to critique, but to contribute ideas.

Feedback from the forum⁵

Following the forum, participants were invited to provide feedback through 'survey monkey'. We received 122 responses. Satisfaction was high, with 89 percent of respondents marking the forum at either 4 or 5 out of 5.

Four highlights were identified. Participants liked:

- i. being at Victory and having a chance to physically see, hear and feel what it is like, and the opportunity to meet a wide range of people from the Victory community;
- ii. having the chance to network with like-minded people from around New Zealand, and connect with colleagues from across sectors and communities;
- iii. the World Café on Friday morning because the questions worked well, and the threads of discussion from across the forum started to be brought together;
- iv. Homegroups as they were a key ingredient of the overall experience and a valuable addition to the process.

In response to whether the forum had answered their questions, 58 percent reported finding some answers, with a further 41 percent making some progress. In addition, 62 percent said they were definitely planning to do something with what they had learned.



Q: Why are you here?

“Because we run Stone Soup – an event run every eight weeks in Whanganui. It's a free event for a specific community. We letter box drop to 600 houses. We provide free kai, sports, intergenerational games, face painting, bouncy castle. We also do a community korero – we open it up for anyone in the community who wants to say how they feel about their community, changes, issues, everything.”

**Te Aroha Te Kaori,
Whanganui, Te Ora Hou**

⁵ See Appendix three for details.

Feedback was also sought on possible next steps, with a view to ensuring the forum is not seen as a 'one off', isolated event. Respondents wanted:

- i. local, community-led and family-centered action – where the 'rubber hits the road' – to be emphasised and endorsed;
- ii. the messages, learning and insights gained at the forum to be shared with:
 - a. key community funders;
 - b. policymakers in central government.

This feedback is an important part of the process of thinking about 'where to from here' and will inform any future events.

Day one, Wednesday

The forum began at 3.30pm on 27 July 2011. Visitors were welcomed to Victory Primary School campus by local kaumatua, then Hon Tariana Turia, Minister of the Community and Voluntary Sector, gave a speech⁶ in which she commented:

I really love the sense that we get of being intentional about an approach which is family-centred and community led. It has all the hallmarks of whānau ora – the opportunity for whānau to collectively use their strengths – and for social service delivery to undergo a fairly radical transformation in order to focus on the strengths of whānau, rather than focusing on all their weaknesses.

Hon Tariana Turia, Minister of the Community and Voluntary Sector

Acknowledging the possibilities that emerge from bringing together so many of the composite components of communities, Minister Turia encouraged participants to work together, to 'sweat the small stuff' as it may connect to wider issues or opportunities, and to continue to make it their business to achieve benefits for communities, iwi, hapu and whanau. She illustrated her message with a story from her whanau:

[My son] learned long ago that, in our house, the phrase 'it's none of your business' is simply unuttered. As I've explained to all my kids over the years, their business is absolutely my business; I make it my business to be involved in all the multiple and intricate pathways all of our children and mokopuna take. Hon Tariana Turia, Minister for the Community and Voluntary Sector, speaking at the opening.



Following the Minister's speech, the Victory Primary School kapa haka group closed the formalities with a performance, and guided tours around the Victory Campus began.

Fittingly, participants arrived into a community event, with the hangi being prepared and families helping out at the centre. Then, in the evening, the Victory story was woven by many of those who had played a part in it.

The Victory story was a highlight — ordinary people taking continued small steps towards the extraordinary.
Homegroup four notes

⁶ Hon Tariana Turia's full speech is available on <http://www.beehive.govt.nz/speech/victory-village-forum-nelson>

The Victory story



Don't let Victory stop. You've gotta keep going.
Briar Maroofi-Campbell, Victory initiator and source of inspiration

Several speakers prefaced their comments by saying they only had a small role to play; yet, as the various strands were drawn together, a picture emerged of how ordinary people, working together, can achieve significant positive change within their communities.

Life hasn't always been rosy for the Victory community. Ten years ago the Victory area was characterised by high levels of crime, high numbers of families moving away, and low access to health care. Over one decade that community transformed itself into a place that thrives, with students achieving very well, high levels of safety, and a settled population that remains similar in make up to 10 years ago.

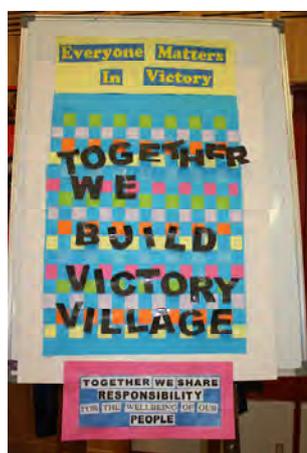
Mark Brown, Principal at Victory Primary School, stressed that everyone matters in Victory: *"We don't enrol a child, we enrol the whole family."* At Victory they have an unrelenting belief that a school and its community can and will promote a safe, trusting, nurturing environment that can dramatically counteract the negative, deficient thinking that can permeate communities.

When a family first gets connected to a school, then they also form relationships to the school community; other parents, teachers and community, people who engage with the school. That Mark Brown was so open and encouraging of VCHC to use the school's facilities meant that we could easily add value to this community. We do this by coordinating access to health and social services, and to activities that support health and wellbeing.

Kindra Douglas, Centre Director, Victory Community Health

The Victory timeline

Lots of people all played small parts.
Dr Margaret Belton, former GP at Victory



| Date | Developments at Victory |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1989 | <ul style="list-style-type: none"> Schools became self-managing under the Tomorrow's Schools policy changes. <p style="text-align: center;"><i>Victory took that permission and used it in an inventive way. We stretched it a little, that took moral courage.</i> Mark Brown, Principal, Victory Primary School</p> |
| 1991 – 1996 | <ul style="list-style-type: none"> As a result of benefit cuts, service providers, such as Dr Margaret Bolten and Robyn Beckingsale, began to assess community needs and look at how they delivered their services. <p style="text-align: center;"><i>Never underestimate the courage it takes for people to come and ask for help, especially financial help.</i> Robyn Beckingsale</p> |
| 1995 | <ul style="list-style-type: none"> Toi Toi Trust – a charitable trust eager to support medical and social services came into Victory. <p style="text-align: center;"><i>You never give up, you value everyone and you make progress.</i> Dave Wickham, Toi Toi Trust</p> |
| 1996 | <ul style="list-style-type: none"> Health Promoting Schools (HPS) and social workers in schools <p style="text-align: center;"><i>The establishment of the HPS programme and the appointment of a school social worker made a huge difference. We began to build social skills and focus on positive behavior. We didn't have to solve the problems anymore. We began after-school-care, early childhood education, mature education, bilingual education. We started a family fun night – so we were building home-school connections. This made school a positive, fun place for families.</i> Wendy Taylor, Acting Principal, Victory Primary School.</p> |
| 1999 | <ul style="list-style-type: none"> The late Briar Maaroofti-Campbell did a resident survey. She sat outside the Victory shops and asked residents if they wanted a road through their community. They said no, they didn't want one, but they wanted a community health centre. And she decided she wanted to establish one. So she contacted the Department of Internal Affairs. |
| 2000 | <ul style="list-style-type: none"> Throughout this time, and as energy ebbed and flowed, many people supported establishing a stronger community at Victory, including a community health centre. Rather than trying to solve all the problems as individuals, people tapped into each other's expertise and knowledge. They worked together and played to their strengths. For example, local police officer John O'Donovan put time and effort into helping people to get drivers licences which provided a sense of achievement and increased their job prospects. <p style="text-align: center;"><i>Not everything is done at large corporation meetings. A lot of work is done over a cup of coffee or a glass of wine.</i> Annette Milligan, founder of Nelson Independent Nursing Practice</p> |

| | |
|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2001 | <ul style="list-style-type: none"> • Victory Community Health was established as an incorporated society and the continuing challenge of obtaining sustainable funding began. From this experience, Victory discovered the need to create space for innovative solutions, overcome barriers and keep on. Sometimes you have to get involved at a national level to make the changes needed for secure funding within your local community. <p style="text-align: center;"><i>We needed a health centre, we deserved a health centre. We shamed the DHB, the Minister and everyone into giving us money and kudos. We were idealistic, we kept saying we could DO it. There were road-blocks the whole way, it was a hostile environment. The good thing was – it set the vision.</i></p> <p style="text-align: center;"><i>Leanne Curtis, the self-proclaimed 'bored housewife' who pushed the idea of a community health centre forward when it was in its infancy.</i></p> |
| 2002 | <ul style="list-style-type: none"> • Links were made with new PHO structure. Establishing good community connections through the shared vision of the Primary Health Strategy helped create a culture of health as wellbeing. This included recognising that social and recreational activities are just as important to good health promotion/prevention as clinical services, once someone is unwell. • Victory Community Health made the strategic decision to put their energy into supporting community-oriented representatives in the PHO and, eventually, they established a new role of access liaison nurse. Although they continued to meet 'road-blocks' in the form of people unwilling to change, they maintained persistence. <p style="text-align: right;"><i>It's good to involve yourself nationally with organisations that can help you.</i> <i>Pat Webster, Victory Community Health</i></p> |
| 2004 | <ul style="list-style-type: none"> • The Victory community made an inventory of its resources, both its physical resources and people. Questionnaires to ascertain what residents wanted resulted in more clinics at school. • Shops make a difference. They are the face of a community and in Victory played an important role in how the community saw itself. |
| 2005 | <ul style="list-style-type: none"> • The Victory Urban Village community development project began.⁷ <i>Vision 20/20</i> asked residents what they loved about living in Victory. Children's achievement was seen as being centred within a partnership between family, school and the community. Children are part of the community and Victory needed to grow as one, so it set out to re-brand and take hold of all opportunities. <p style="text-align: center;"><i>Out of that vision came the Victory 'V' symbol. It had three aspects: the heart symbol, the 'V' for Victory and the unfolding fern which means we are always open to the new and life-long learning.</i></p> <p style="text-align: right;"><i>Kindra Douglas, Centre Director</i></p> |

⁷ Funded by Community Initiatives Fund of MSD, sponsored by Nelson City Council, March 2005–June 2007

| | |
|------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>And from this grew the logo:</p>  |
| 2006 | <p><i>We needed to take decisive action, we took hold of all opportunities. Some were left-field, but fitted. We knew that families were at the centre.</i> Andrew Button, Victory Primary School Board of Trustees.</p> <ul style="list-style-type: none"> • Victory Primary School made a strategic decision to build a combined school/community hall that included spaces for use by the wider community. • A PHO Access Liaison role was located on Victory Village Campus recognising that addressing the determinants of health promotes wellbeing, which grows individual confidence and the confidence of the community. <p><i>Like-minds build energy and momentum for change.</i> Penny Molnar, Victory Community Health</p> |
| 2007 | <ul style="list-style-type: none"> • In February Victory Community Health Centre held its AGM and re-registered with the Charities Commission. • Establishing the governance structure and staff were crucial aspects of development. • The Victory Urban Village project ends, which included a presentation of the report.⁸ The Families Commission attended by invitation. • By March the school hall complex was completed and VCHC committed to leasing and managing the spaces, establishing programmes and activities, and creating service connections. |
| 2008 | <ul style="list-style-type: none"> • Victory Village continued to assess and respond to the needs of the Victory community. The school has increased its teaching of Te Reo and Tikanga Maori, and is responding to the needs of the large refugee community by providing ESOL classes, funded by ACE, with crèche support. Refugee Services holds a welcome lunch for new arrivals, and the centre offers free spaces for meetings and gatherings. • The Families Commission began researching the difference it is making for families to have the school and community working in this way. • The centre expanded its staff, employing a community garden co-ordinator and taking over the PHO contract for the Be Well community nurse role. |
| 2009 | <p>The Families Commission released the DVD <i>Why Families Matter</i> about Victory Village's activities and way of working.</p> |

⁸ Victory Urban Village report presented to community

| | |
|------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2010 | <ul style="list-style-type: none"> • Victory Village was named Kiwibank New Zealand Community of the Year. • The Families Commission published Paths to Victory report.⁹ • Over 2,500 people came through the centre every month through their use of the facilities, attending workshops and activities or accessing one-to-one specialist health services. • Over 40 organisations from around New Zealand and overseas visit Victory Village to look at, and feel, what the place is about. |
| 2011 | <ul style="list-style-type: none"> • The Victory Village Forum was held to celebrate and share the Victory story and other family-centred, community-led development stories from around Aotearoa/New Zealand. |

We called ourselves 'opportunity rich' because we were a low-decile school. Not everything needed to have an educational value, there was also social capital.
Mark Brown, Principal, Victory Primary School

Day two, Thursday

Working with complexity

Most innovation can happen at the edge of chaos.
Note from a World-Café session

David Hanna, Chair of Inspiring Communities, introduced day two by outlining some of the theoretical framework that underpins thinking about family-centred, community-led development.

He suggested that strong, resilient families and strong resilient communities are interlinked, and that skills, tools, knowledge and practices that grow strong families also grow strong local communities.

However, the challenges facing families and communities are often complex, so traditional linear models of problem solving – where solutions are identified and implemented, or imposed – are not sustainable. They do not recognise and work with the complexity of issues facing communities and families.

Often down to one person BUT takes a common vision and horizontal, networking 'Leaderful' approach to keep things alive and going forward.
Note from a homegroup

⁹ Web link to Paths to Victory report is in the appendix.

The following table below illustrates resilient responses to complexity:

| Complexity | Resilient response |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Difficult to frame • Multiple root causes • Multiple stakeholders • Emergent • Unique • Paradoxes, dilemmas | <ul style="list-style-type: none"> • Good-enough framing • Cross-boundary work • Collaborative and flat • Adaptive learning • Customised responses • Transparent coping |

Why family-centred, community-led development?

To set the scene, and broaden the focus, presenters from various sectors were invited to speak about the importance of family-centred, community-led development.

Di Grennell, Director of Whanau Ora at Te Puni Kokiri, asserted that whanau **are** at the centre, but government and communities need to change to recognise this truth. This change process must involve asking what the ‘default settings’ are: who is part of the korero, visible and talking in the room? Who's naming things? Who's defining things? At policy and practice level, the default question should be: what difference will this make to whanau and how will whanau experience this?

In her view it is people, not programmes, that create change. She quoted Paul Hawken, from the book *Blessed unrest: “Small things, lovingly done, are always in our reach.”*

John Forbes, Vice-President of Local Government New Zealand and Mayor of Opotiki spoke next, from a local-government perspective. Indicating a sense of bewilderment, he queried how it is that some families and communities are the best they can be, and others are without hope. Mayors want to develop futures with hope for their communities and **all** the families within their communities.

*As community leaders, as mayors, we want our communities succeeding.
We desperately want our communities to be the best they can be.
If some of our families are not going anywhere, then our community
is not going anywhere. If our kids are not being the best they
can be, then our community is not being the best it can be.
John Forbes, Mayor of Opotiki*

Several challenges were identified: family stresses, such as the financial and other stress associated with smoking, alcohol and gambling addictions; family violence; and parents struggling on their own – all inhibit hope. At a systemic level, competitive funding models that force people into silos and encourage patch protection and parochialism are the enemy of positive change. These challenges can be countered by thinking holistically, having the conversations, being connected and working together.

This means we have to build relationships. They don't just happen, you have to make them happen. Those relationships will build a sense of connectedness and the formation of social networks.
John Forbes, Mayor of Opotiki

Carl Davidson, Chief Commissioner at the Families Commission, also spoke about community well-being and resilience being forged and re-produced in strong relationships. Noting that there is clear evidence that family-centred and community-led development works in a sustainable and meaningful way, he argued that it works because it is built on relationships and partnerships. It is all about co-creation.

It's about working on ways forward together. It's through co-creation that we get the engagement and ownership that enables family-centred, community-led approaches to prosper through times of difficulty and challenge. Because community is both organic and dynamic.
Carl Davidson

In response to: "If it works so well, why isn't everyone doing it?", Carl Davidson suggested that the predominant model: slicing problems into constituent parts; bringing in outside experts; and applying solutions that have worked elsewhere, makes the messy social world seem predictable and manageable and it works for certain simple problems. It is a matter of moving beyond that approach, armed with a fresh set of insights, not another set of instructions. This new way of being and doing is already being lived by many of those who came to the forum.

The final presentation in this plenary was from John Prendergast, CEO of Community Trust Southland. He contributed a philanthropic perspective, arguing for more focus on complicated or complex issues within a portfolio of grants.

Community Trust of Southland's approach to place-based, community-led development involves:

- focusing on a neighbourhood, suburb or town rather than just a single project or issue;
- identifying strength/assets, as well as deficits;
- involving all sectors of the community in identifying the issues and solutions: residents, local government, central government, funders, business, voluntary sector, media, Maori;
- recognising it will take time, commitment and trust;

- being prepared to take a (quiet) leadership role
- recognising the community leads, not the funder.



Q: Why are you here?

A lot of the mahi that I'm involved with is still with children's voice. When there wasn't a park in the area it was the children's pictures that did it. We went to council with the children's pictures and the children and the families, and boy that made a difference to that council!"

Sue Rei – Great Start, Taita.



Q: Why are you here?

“People see school as the centre of the community. Our roll is down to 11; we need to get it up to 26 by the end of term four this year. I'd like five years, but I've got two terms. I'm here because we want to do what Victory School has done. We need to reconnect with our community. We need to re-build the trust between our school and our community.”

Greg Pilcher, Tapu School.

Community Trust of Southland has found that horizontal funding gets better results. While there will be times when vertical funding is appropriate; generally, working with and across a community provides much better context than ‘bombing in’ parcels of money for isolated projects. And the process itself is of value as it builds connections and relationships.

Such an approach has benefits for the philanthropist too. Collaboration makes it safer to take risks. A holistic, community-based, horizontal approach is much more likely to be successful and sustainable than vertical funding of disconnected, individual projects.

Homegroup session 1: Successes and challenges

The first homegroup session allowed participants to introduce themselves and where they came from, and to share proud moments and the challenges they face.

Stories grow ideas.
Robyn Scott, Families Commissioner

Successes

A great variety of success stories were shared. For many, success came from working together to achieve a particular goal or outcome, such as establishing car clubs, teen parenting units, community gardens and time-banks. For others, success was when people within the community became engaged and enthused, when they wanted to be involved. Obtaining funding was also a great success!

Challenges

Many challenges were identified as well. Some challenges arose from social and economic factors within communities themselves and others were faced by individuals practicing community-led development.

| In community | In practice |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • social/community stress (especially Christchurch) • youth issues • disability engagement/inclusion • to develop hubs • physical damage in Christchurch • poverty | <ul style="list-style-type: none"> • where to in our community – developing community approach • connecting the dots/breaking down silos/patch protection • sustainable/outcome-based funding/longer time frames • shared understanding/vision – |

| | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • youth suicide • gang activity • digital divide • infant mental health • how to grow active citizenship/fight apathy and burnout • young mums • Maori achievement • to grow independence • parenting/grandparenting support • place for whanau to connect • isolated/no services | <p>time to grow</p> <ul style="list-style-type: none"> • bringing people together/getting people involved • wanting to learn more/grow understanding of CLD (on 'smell of oily rag') • spread good practice • how to sustain good practice • building relationships • how to connect with individuals who are not connected to whanau • social entrepreneurship • supportive worker plus hard stuff around children • impacts of professionalism • reconnecting whanau • how to connect with young people |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Workshops

Concurrent streams

The concurrent streams workshops each explored a different setting or starting point for family-centred, community-led development. The workshops covered: schools, local government, young people/rangatahi, weaving families and communities together, environment, hapu/whanau, health and wellbeing and recreation, and culture and arts.

Skills workshops

These workshops were led by people with expertise in a particular aspect of family-centred and/or community-led development. Topics covered were: funding sustainability, applied research, ways of connecting, evaluating and reporting, working between the sectors, economic development and enterprise, what we are learning about community-led development and learning about the lived experience of families through families panels discussion groups.

More information about the workshops, including presentation notes, where they are available, can be found on www.victorycommunitycentre.co.nz.

Homegroup session 2: Reflections and learnings

The second homegroup session, held late Thursday afternoon, gave participants a chance to reflect on their day: what they had heard, felt, thought, and learnt from the Victory story, panel discussion, concurrent streams and skills workshops.

People reflected on the 'energy buzzing' at the forum and how great it was to see community development alive again. They valued the chance to make connections and seek out contacts, websites and other information. School representatives got ideas from each other to take back to their own school community. There was a sense of a national movement and recognition of the inspiration and power of telling stories.

Some reflection was on the processes of the forum itself. Some people would have liked more opportunities for questions. As already discussed, homegroups were seen, in the main, as safe and trusting places. And reflection on workshops was mixed. They were both great and frustrating.

Day 3, Friday

World Café

*If not larger dreams for our community and organisations, what?
If not you, who? If not now, when?*
Dee Hock, quoted by David Hanna, Chair of Inspiring Communities

What is a World Café?

World Café conversations are an intentional way to create a living network of conversation around questions that matter. A café conversation is a creative process for leading collaborative dialogue, sharing knowledge and creating possibilities for action in groups of all sizes.

The Café is focused on contribution. It starts with somebody giving something. The purpose of the Café is not to criticise, but to contribute. You can't blame anybody for giving. In the café you don't have to perform, only contribute. And when you contribute, the knowledge grows.¹⁰

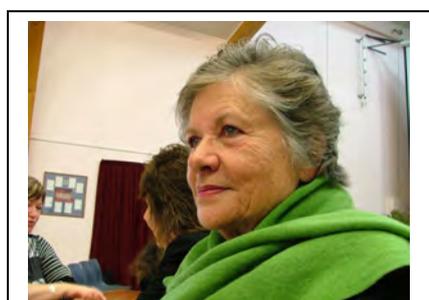
The forum gathered in a large school hall to ponder, discuss and answer five key questions during their World Café session. The groups kept changing, the information recorders kept changing, and out of these dynamic sessions emerged some very interesting information.

(Please note that the italicised text in this part of the report are excerpts from the transcribed notes of the World Café table groups.)

Question 1: What sustains you and inspires you in your work in the whanau/community space?

Responses to this question varied widely, from:

- a very personal sense of meaning, contribution and purpose; working with whanau/community in a positive, life affirming way; hearing, witnessing and supporting positive change in their lives; through to
- collegial support and sense of teams working together, mentoring, supervising and leading each other; and on to
- big-picture thinking and vision, planning, creating and implementing transformational change, which helps build resiliency in families and communities.



Q: Why are you here?

"I'm here to see how Whanau Ora connects with other agencies and communities."

**Lois McCarthy-Robinson,
Tokomaru Bay; Tai Rawhiti
Whanau Ora Regional
Leadership Group**

¹⁰ Brown & Isaacs, *The World Café*

Overall, people were sustained by feeling a sense of continuity from ancestors, history and culture, of being part of a much bigger picture of life, and having a part in it.

Hope – belief in the possibility of change; heroes – people to look up to; faith; making connections; happy kids; taking strength and inspiration from our ancestors.

There was a genuine acknowledgement that family-centred, community-led work is complex and demanding, and yet there was a general ‘feel good’ factor about what it can and does achieve. When there are stuck, sometimes synchronicities happen to move things forward.

Positive impact on families in the community; supervision; seeing people ‘get it’ - small steps; supporting one another; opportunities to be creative; dreaming; trying new things; innovative ideas; the confidence people gain; \$ + positive people; positive innovative creative people/fun/enjoyment; seeing change happening and contributing; juggling with chaos – on the edge – surprising outcomes; taking some risks.

An underlying belief that came through in the responses is that family-centred and community development ‘currency’ is relating and relationships; high-quality, genuine and trusting wherever possible. There was a sincere interest in increasing professionalism, and integration with funders, contracts and other agencies working together rather than competitively.

When I am true to myself in community; realising potential; community ownership; providing pathways for others; positive feedback; non-judgmental and ability to connect with others.



Q: Why are you here?

“I’m one of two National Community Action Youth and Drugs (CAYAD) coordinators. I’m here first and foremost to network and develop relationships with Inspiring Communities and other key stakeholders and find spaces to align on locally lead projects. I am keen to learn more about community-led development and its application in real time. I am a practitioner of, and firm believer in, the application community action, which is about systemic change across sectors at multiply levels that is grounded in local and international evidence. I am also interested in and want to understand where evidence exists in the Community Lead Development approach.”

Pariri Rautahi, Massey University SHORE Whariki
www.cayad.org.nz

Question 2: What is one thing (an idea, behaviour, pattern of thinking ...) that, if you let go of it, would help you move forward in the whanau/community space?

There were three categories of things to let go of in order to move forward: beliefs, structural, and operational.

Beliefs

The beliefs that can hold people back in the whanau/community space included: negative or deficit thinking, seeing things as too hard or too complex; a ‘we know best’ or ‘them and us’ attitude; thinking one size can fit all or that it’s too hard, too complex; not trusting or taking to time to request for help clearly, believing, “if I want something done I have to do it”.

Negativity – deficit-based thinking; wanting to control rather than cooperate; ownership; doing everything; decision making; impatience; questioning self – what is motivating?; what preconceived notions?; integrity; permission to let go of things that don't work; don't strive to perform to expectations; to let go, to trust the process not feel we need to maintain control.

Structural

Structural inhibitors included bureaucracy, people versus paper demands; lack of professionalism; low wages and salaries; and a focus on finances rather than the goal.

Salary – often less; let go of an expectation that you will receive praise – ego; let go of structure and safety – learn to be flexible and adaptive; reassessing values; accepting stress; professional egos – my need to claim success; fear of challenging 'experts'; think about – structures = support or control?; leaving room for innovation – there is no recipe for success.

Operational

Whanau and community work can be held back by operational factors that include staff stress and a lack of time, mistrust of some agencies and other blocks to co-operative work; and an expectation that funding is required, when other resources are needed.

Fear – anxiety; patch protection; stop saying "I haven't got time" or "there isn't enough time"; stop focusing on what went wrong and look forward (moving forward after conflict); identifying blocks to co-operative work; stop focusing on annoying stuff and see the BIGGER picture, eg, patch protection, ego, taking things personally.



Q: Why are you here?

"I come from this sector, I've worked in community-based sustainability for the last four years. It's good to catch up with and meet people, and to network. It's good to get to know people here."

**Aaryn Barlow, Nelson,
Nelson Green Party
Candidate**

This question also prompted some suggestions on how to move past barriers to progress in the whanau/community space:

- recognise that real change takes time – some small things can contribute to bigger success;
- just start – don't always wait for 'the plan';
- it is better to ask for forgiveness, not permission, to go ahead with a good idea.

It's okay if I/the project doesn't succeed – learning takes place regardless; wild cards/unexpected events or issues – not necessarily negative – most innovation can happen at the edge of chaos.

Question 3: What group/stakeholder/people do you find challenging to have conversations with in your 'place' and how can you change to help this?

Conversations when one party has more power than another are challenging, as are conversations between those who think differently. This can include conversations with funders, local and central government, managers, academics, teachers, fundamentalists, doctors, and even team members.

Other groups that people found challenging to engage in conversation included iwi, media, and gangs.

Funders – they think they hold the power; dealing with fundees who won't tell truth – trying to break down barrier of them always challenge to have a real relationship; others who can see me as an expert 'solutions providers' – roles, expectations; central government – model measures outputs no outcomes; senior managers – have no idea what you actually do; staff (even within own team) – disconnected; wider community – different ways of thinking, eg ABCD; politicians who 'know it all' – really hard; church – getting them to work in community without the evangelism.

Personality is also a factor. It was agreed that it can be difficult to talk with those who are perceived as: control freaks, naysayers, patch protectors, ravers, experts, and gatekeepers.

Hecklers: non-believers, obstructers, overly negative people.

The “what can you change?” aspect of this question provoked a range of comments with some people identifying what they could do differently, and some looking for change in others.

Suggested changes included: breaking down sector and silo barriers to allow people to connect with those outside their own sphere; taking risks; being aware of assumptions about who you are and what you are doing; really listening; finding common ground and ‘bothering’ to engage; recognising that it's all a big competition for space, money and time, and prioritising actions.

Accept that you're not always going to win, agree to disagree; change own attitude – be open to others; not let passion blind us; learning to hear, respectful, understanding – asking groups “what are you doing it for” – recognise the resource; understanding personality types – recognising different ways of working, skill sets; weaknesses and strengths – being okay with our own; working to strengths – they may not do the same, eg, attitude; attitude plus choice; model of communication – contributing to solution – deficit; find the common humanity (everyone is part of a family); we're all in this together; diffuse the argument; non-violent.

Question 4: What are the things you will see/hear/experience in your place as your vision and purpose begins to be realised?

Unsurprisingly, given the range of purposes and visions within the whanau/community space, successful change will take many different forms.

Good-quality, trusting relationships are key. This may be reflected in: a reduced sense of ‘them and us’; funders and their beneficiaries spending quality time together; good communication processes; working co-operatively, and collaboratively more often, in more spaces.

Governance groups by staff – (managing the vision and leadership as well as doing the doing); working as a team not individuals; “You can't do that” – not willing or open to ideas – early stoppers, “We've always don't it like this ...”; being well briefed on an issue helps for a mutual outcome; getting businesses involved in community through communication – openness and willingness to take responsibility.

Another measure of success would be more story telling. This might be the government hearing stories of clients' lives, or it might be communities being bolder about telling their stories, their whole story (beyond contracts) to providers and funders as indicators of success.

Sharing the story; time to build success; grey power – have plenty of time to listen; government policy makers – tell individual stories; talk one at a time, don't assume 'them' and 'us'; talk to MPs and ministers; local council – engage none on one first; educate with informative presentation – ensure support.

The use of 'community-owned' resources would be maximised and funding cycles would last at least three years. There would be time to do things more slowly and carefully, to persevere, encourage and empower, to recognise it is okay not to know everything.

Longevity; constant start from leadership; keeping the core involved and engaged; eating the elephant one piece at a time.

Question 5: What are the links between your story of your place/organisation and the Victory story?

This question aimed to encourage participants to consider the experiences of Victory, and the implications they hold for their own work. Much of what was shared is consistent with the principles and values articulated by Inspiring Communities.

Parallels with how we do things; collaboration being key; family/whanau-centred.

Victory demonstrates the potential for using existing resources creatively, to maximise the opportunities and benefits they offer — adding value to what already exists, rather than creating something new from the bottom up. This might happen, as it did at Victory, by establishing an interagency, and/or hub, approach where the school community is open to new ways of using their school campus and resources.

Finding, generating dollars to build a community centre.

The Victory story also demonstrates that adversity is not always a bad thing, as it can create new possibilities and innovation.

Adversity can break old models and spark creativity and innovation; being okay about not knowing the answers and letting go of control; hold on to the positive and capture what works; moving beyond – coping with crises; shift away from 'solo thinking', think health and education, etc.



Q: Why are you here?

“For the past 15 years I've been with the provider arm of the DHB, managing Child and Adolescent Mental Health Services, and I've recently been seconded to the Planning and Funding. Some call it the dark-side (but the lighter side of the dark-side), and one thing I've been asked to do is look at the way mental health is using the money we've been allocated. Are we using it well? I know the Government wants different agencies to work together, when I saw the Victory Village Forum being advertised I thought 'what a great opportunity to work with like-minded people from different sectors who will have the same questions I have'.”

Karin Isherwood, Capital and Coast District Health Board.

The most important thing is to take a community-led approach; to not be seduced by money or contracts, but recognise that good, true things take time, and to develop the wisdom within people, schools, and communities, to create HOPE (helping other possibilities emerge).

Little steps over a long time; do the best thing to do then retrofit for accountabilities; honour the journey; make good use of resources to maximise benefits; place-based neighbourhoods; have a vision; celebrate success; ensure resources benefit the right people.

This organic approach should be fostering champions and a sense of belonging, and require qualities such as tenacity, endurance, hope, and empathy. Those involved need to be “dot connectors and barrier busters”.

Sweating the small stuff is really important (despite what we’re told); must be organic – we need to respond to what’s happening, and seize opportunities; community engagement – remembering that we wouldn’t exist without our community; partnerships; community boards wanting to help lead – what is their role in community development?

Homegroup session 3: Final observations

The third, and final, homegroup session was about final observations. It was a chance to distill all the information, ideas and thoughts that people had had over the course of the forum. Each group was asked to come up with a single, final statement to share with the wider group. The full text of these recommendations is attached as Appendix .

| About the forum | After the forum |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Homegroups were seen as very valuable. They helped participants to reflect, process, think, and question. • Friday morning pulled things together. • It was a chance to feel heard and valued. • Comments at tables were lively, interesting, fun, and personal. • There was lots of positive feedback on Matt. | <ul style="list-style-type: none"> • Regional groups to keep connecting • An entity needs to hold the vision – long term • Contact details on website • Blog • Lets do it again ‘Annual/ regional’ – or 18 months • Mechanism for sharing stories • Create a news media that points to community sector (Scoop) |

Drawing the strings together and looking to the future

This final stage of the Victory Village Forum was chaired by David Hanna, of Inspiring Communities, and featured talks by Helen Watson, Chair Victory Board of Trustees; Robyn Scott, Families Commissioner and Philanthropy NZ; Penny Hulse, Deputy Mayor of Auckland; Megan Courtney, of Inspiring Communities; and Judy Kumeroa, Stone Soup, Whanganui.

Helen Watson clearly articulated the reasoning behind Victory Primary School’s leadership within the Victory community. She explained that the tail of low achievement



Q: Why are you here?

“To share what I've been learning, am doing well, to share my spectacular failures, and learn from them. To learn from people. Helping to build the whole network. For me it's the reciprocity thing.”

Sally Christie, Thames, Jigsaw.

within New Zealand's education system can be explained by the impact of poverty on children and their families. If you deal with poverty then the struggle to learn is diminished. The challenge then is for schools to take an active role in, and be part of, their communities. A healthy school needs a flow of people, ideas and practices. It needs to have permeable boundaries. Schools should be accessible community resources. And this approach should apply to all schools, affluent schools and low-decile ones.

Based on her experience with the Waitakere City Council, Penny Hulse observed that the community projects that tend to survive are *those with a clear and uncomplicated kaupapa, a passionate central core of community and the ability to partner promiscuously with others around them.*

For example, she discussed the Project Twin Streams in Waitakere, which leveraged off a stormwater project worth \$40 million. The project took a community development approach and the stream planting work was contracted to schools and community organisations instead of commercial operators. Social enterprise got set up, community collaboration started, local leadership began to thrive, and some areas experienced meaningful change.

Mostly, the key role of council is to step alongside our communities and ask how we can support [communities], NOT offer solutions.... Sometimes Council is a vital catalyst and sometimes we need to step back and let good things happen. The challenge is knowing how to tell the difference.
Penny Hulse, Deputy Mayor, Auckland.

Councils need to work out how to support communities financially and practically, to adapt plans and processes so that they work for people and deliver things that actually make a difference. To do this, councils need to have very honest conversations with communities about their aspirations, their capacity and their concerns. Mostly, councils need to stay connected and take responsibility alongside their community, for their community.

Robyn Scott noted that there are multiple doorways into community-led development, such as the environment and schools, and a diverse range of organisations and sectors are interested in working differently. For philanthropic organisations, this means going where the opportunities are, and funding partnerships and processes that are community centred, which accelerates horizontal funding structures. More funders are open to being evidence informed so it is important to be able to demonstrate change.

Continue to notice, collect and gather evidence of change.
Robyn Scott, Families Commissioner and Philanthropy NZ.

Megan Courtney urged people to persist with the journey of change that many were making in their minds, and echoed the call to continue building and communicating an evidence base that supports family-centred, community-led development.

While buildings and other physical resources are important, like the skin, she suggested it is people who are the bigger asset. It is the coming together of people that is the launchpad for achieving local visions and potential. Several factors create the conditions for this to happen:

- intentionally building whanau/communities (they shouldn't be just a by-product)
- establishing a culture of collaboration, by building on commonalities, fostering shared creative thinking, valuing and including community experts, and creating and maintaining connections between sectors and organisations
- anchoring organisations to local infrastructure and collaborative mechanisms – *hold in multiple hands lightly and warmly for the long term.*

Systems changes are needed too. Micro-changes in place will be sustained and strengthened by macro-changes in policies, programmes and the consistency of funding.

Money is not the main constraint here; it's about creating a new way of thinking, doing and being. Continue to dream about even better family/community futures – back it up with values, principles and new ways of thinking and doing.
Megan Courtney, Inspiring Communities

Judy Kumeroa, representing Whanganui's inspiring community initiative Stone Soup had some wise words about trusting families and communities to lead the way forward. Stone Soup/Te Ora Hou offered six thoughts for reflection.

They suggested checking our attitude to our communities and moving away from treating people as recipients of services.

Our journey in CLD must be one that is taken together. Along that journey some may take a lead for a time, some may support to make sure no one falls away, and some lean more on others for support. Along the journey, your own role may change and evolve.
Judy Kumeroa, Stone Soup.

Stone Soup noted that the leaders and change makers within a community may not be the traditional leaders. They urged participants to take another look at who the emerging leaders actually are within their own communities.

Continuing to think about the people involved in family-centred, community-led development work, they suggested that for all groups to be prominent, 'professionals' need to relinquish some of their power and step back. Also, it is important to have a range of people in your teams, recognising their place and valuing each of them: those with all the ideas and those who protect the process with order. And it is important to be a true member of your community, not to be paralysed by professional boundaries, but rather to actively participate in the change process within your neighbourhood. (Recognising that there will, at times, be exceptions to your being involved.)

Finally, Stone Soup drew a distinction between curing and caring. Cure is a problem-based approach. Curers go in to fix problems. When the problem is fixed the connection is finished and the case is discharged. Care is a relationship-based approach. A carer journeys with a person through various challenges and achievements.

Stone Soup was about raising up people in our community, we believe that skills need to sit within whanau and community, as well as the level of the professionals. Whanau need to be able to recognise needs and be able to respond safely and wisely to them.
Judy Kumeroa, Stone Soup

Future work – new directions

John Fischer wrote about his faith journey (but I feel it sits ok within this setting): 'I'm not one who's got it all in place telling you what you should do. I'm just one hungry beggar showing you where I've found food'.
Judy Kumeroa, Stone Soup

Keeping the momentum created at the forum going is a priority for the organising group. Participants stressed that they did not want to see this become a one-off, 'talk fest', rather, the start of open dialogue and communication between colleagues from across sectors and communities.

It was hoped that the three-day forum would provide a platform for further practical actions in a number of spheres, as well as validation for family-centred, community-led development approaches. The feedback showed that this was achieved. Participants shared an overriding endorsement for, and emphasis on, the importance of communities working together to achieve positive results. Sixty-two percent of participants have told us that they were definitely planning to do something with the learning gained at the forum.

The forum has demonstrated there is a strong movement of people and communities in New Zealand who are already taking action at local levels to generate local visions, ownership, and leadership of initiatives that put families at the centre of community-led development. Learning from those different approaches is an important part of what needs to happen next.

- i. Over the coming months the organising group will begin to plan the next steps at a national level, including how to develop the thinking and information gathered through the event into useful resources for practitioners, funders and policy makers. The resounding message that came from forum participants was that there needs to be more connecting at the local level. Already there has been post-forum activity around the country, with people from local communities meeting with others in their local communities to share what they've learned, and to plan together.

Staying connected, and growing those connections, will help us learn how we can be part of this movement for change and find our own paths to victory.¹¹

¹¹ A list of participants is available in Appendix Two

Victory Village organising group



L-R: Charlie Moore, Barbara MacLennan, Kindra Douglas, Janet Matheson, Andy Jamison, Pat Webster (absent Mary-Jane Rivers and Sian Potts)

References/links to further information

Copies of presentations and further information about the forum and other family-centred, community led development initiatives can be found on:

www.victorycommunitycentre.co.nz

Families Commission:

Paths of Victory – Victory Village – A case study November 2010

<http://www.nzfamilies.org.nz/research/service-delivery/paths-of-victory>

Victory Primary School DVD *Why Families Matter*

<http://www.nzfamilies.org.nz/listen/victory-school>

Inspiring Communities

What We Are Learning About Community-Led Development Report – Oct 2010

<http://www.inspiringcommunities.org.nz/learning-centre/learning-a-sharing/439-what-we-are-learning-about-cld-in-aotearoa-nz>

Appendix One

NEXT STEP STATEMENTS FROM HOMEGROUPS

In their final session together homegroups were asked to recommend a next step to strengthen family-centred, community-led development in Aotearoa NZ. Here is what they suggested.

- To remain connected
 - nationally
 - locally
 - web-based forum
 - regional gatherings
 - elect leaders/committee to plan next national forum (Group 2)
- B-US — not them  — it takes all of us, community sector, family, government, funders, faith-based to make it - common goal — happen — TRUST. B-US: All of us on the bus. Acceptance that we are who we are and acceptance of others. Trust (Group 3)
- Take the best of the old and the best of the new, create relationships. Brave: intentionally know the people around you. Being intentional telling stories. Listening to stories intentionally. Open to the unknown — be brave and act — just do it! (Group 4)
- Going back to our communities to share what we have learned, so that we all can determine the next steps for us. (Group 8)
- Do another forum (annually) in another community, and regionally in between. (Group 9)
- Create opportunities, such as more forums, to tell the stories and showcase successes of FC/CLD, and encourage inclusive processes to enable the communities to lead themselves. A place at the table for everyone! (Group 10)
- Need to involved EVERYONE in the conversation. (Groups 11 and 12)
- *Next step*: Capturing the local stories of facilitating and participating in community-led initiatives, and sharing them within and beyond the initiative. *Challenge*: what is community-led? How do we know it really is? *Learning need*: How do we capture the stories (and understand the meaning and motivation behind the telling of the stories). (Group 13)
- Inspire change. (Group 14)
- To consciously reflect on our values and nurture our relationships. (Group 15)
- All we have is our INTEGRITY — in our whānau, workplace and community. If our community can relax into THEIR integrity they become empowered. Our role is to FACILITATE our communities to achieve this. (Group 16)
- Changing our lenses, discourse, paradigm to: embrace change, explore the fears, acknowledge achievements. (Group 17)
- Do less better. (Group 19)
- Tell the story, show our learning, weave the threads, create our journey. (Group 20)

Appendix Two

The list of participants who attended the Victory Village Forum

| Last Name | First Name | Organisation |
|----------------|-------------|--------------------------------------------------|
| Aims | Daryl | Kawerau Intermediate School |
| Akuhata-Brown | Meredith | Te Ora Hou Te Tairawhiti |
| Alexander | Ngaire | Alexander Law |
| Anne | Bernadette | Child Youth & Family |
| Apai | Paula | Te Ora Hou Whanganui/Stone Soup |
| Apirana | Norman | Department of Internal Affairs |
| Armstrong | Janet | Marfell Community School |
| Baggett | Trina | Auckland Council |
| Banbury | Diane | Otaki Children's Health Camp |
| Barker | Virginia | Upper Hutt City Council |
| Barr | Glenys | Addington School |
| Barrie | Charles | |
| Barron | Tracey | Community Response Forum |
| Bates | Nigel | Marfell Combined Culture Trust |
| Beavan | Kari | Rakiura Stewart Island |
| Beker | Karen | Waimate District Resource Trust |
| Bennett | Carey | Selwyn School |
| Bennett | Steve | Department of Internal Affairs |
| Bennett | Glen | Marfell Combined Culture Trust |
| Biddle | Chislane | Department of Internal Affairs |
| Bijoux | Denise | Inspiring Communities |
| Billings | Karen | Barnardos |
| Bishara | Sam | Community Response Forum |
| Black | Jane | UniTec NZ |
| Blomfield | Karen | Invercargill City Council |
| Booth | David | Ministry of Social Development |
| Boyd | Chris | Community & Public Health |
| Brand | Jo | Community Network Trust |
| Broad | Alison | Community Trust of Southland |
| Brown | Amanda | Family Works Presbyterian Support Otago |
| Brown | Mark | Ministry of Education |
| Bull | Chriss | Ministry of Social Development |
| Bunn | Dianne | Family & Community Services |
| Burdon | Madeleine | Waimakariri District Council |
| Button | Andrew | Shirley Intermediate School |
| Campbell | Jono | Te Ora Hou Otautahi |
| Campbell-Smart | Craig | New Plymouth District Council |
| Candasamy | Saty | Families Commission |
| Carey-Smith | Christopher | Anglican Diocese of Wellington |
| Casey | Tess | NZ Federation of Vocational and Support Services |
| Cavill | Tracey | Auckland Council |
| Chilcott | Jenny | Tamaki Transformation Programme |
| Christie | Sally | Jigsaw |
| Cleaver | Kerri | Anglican Family Care |
| Clenshaw | Sarah | Waltham Youth & Development Trust |
| Cole | Louise | Department of Internal Affairs |

| | | |
|----------------|-----------|----------------------------------------------|
| Coleman | Susan | Nelson City Council |
| Cooper | Ellen | Cross Over Trust |
| Copas | Sue | Families Commission |
| Corry | Jenny | Barnardos |
| Courtney | Megan | Inspiring Communities |
| Curtis | Yvonne | Futures Thinking Aotearoa (NZ Futures Trust) |
| Curtis | Leanne | CanCERN |
| Dando | Tracy | Department of Internal Affairs |
| Das | Di | 2020 Communications Trust |
| Davidson | Carl | Families Commission |
| Davies | Marion | Auckland Council |
| Davis | Isabella | Nurturing the future trust |
| Davis | Sally | Selwyn School |
| Desmond | Natalie | Auckland District Health Board |
| Douglas | Kindra | Victory Community Health Centre |
| Dowdall | Claire | Presbyterian Support & Barnardos |
| Duncan | Maxie | Community Response Forum |
| Durand | Laurie | Rotorua Youth Projects Trust |
| Elliott | Karen | Disability Resource Centre (HB) Trust |
| Erickson-Prout | Louisa | Whakatohea Maori Trust Board |
| Esera | Iosua | Petone Central School |
| Etches | Danae | TSB Community Trust |
| Feary | Colleen | Barnardos |
| Fisher | Janelle | Interactionz |
| Fletcher | Rachel | Taranaki District Health Board |
| Forbes | John | Mayor of Opotiki |
| Forbes | Craig | Ministry of Social Development |
| Forrest | Tania | Health Care Aotearoa |
| Fortuin | Gregory | Families Commission |
| Fox | Aaron | Our Way Southland |
| Francis | Helena | Wayne Francis Charitable Trust |
| Gardiner | Mākoha | Ministry of Education |
| Gibbens | Trish | Community Response Forum |
| Ginty | Anne | Family & Community Services |
| Goodyear | Rosemary | West Spreydon School |
| Grace-Kutia | Audine | Department of Internal Affairs |
| Grenell | Di | Te Puni Kokiri |
| Haddon | Mike | Community Response Forum |
| Hague | Kevin | Green Party Aotearoa |
| Hanna | David | Inspiring Communities |
| Harrington | Rebecca | Lifewise |
| Hayward | Brian | Alcohol Advisory Council of NZ |
| Heath | Trudy | Addington School |
| Hickey | Kay | Waimakariri District Council |
| Hicks | Tracy | Community Trust of Southland |
| Hill | Elaine | Miramar South School |
| Hines | Iain | J R McKenzie Trust |
| Hireme | Charmaine | Te Waiariki Pura Trust |
| Hitchcock | Vicki | West Harbour School |
| Hoeta | Tania | Te Ora Hou Whanganui/Stone Soup |
| Hokianga | Brenda | Masterton Safe and Healthy Community Council |
| Hona | Wikitoria | Te Waiariki Pura Trust |

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| Hopkinson | Jane | Ministry of Social Development |
| Howard | Christina | Todd Foundation |
| Hudson | Jan | Community Builders Group |
| Hughes | Carolyn | Nelson Environment Centre |
| Hunt | Trish | Nurturing the Future trust |
| Hurihanganui | Erina | Department of Internal Affairs |
| Hutcheson | Samantha | Kapiti Coast District Council |
| Ikiua | Grace | Good Seed Trust |
| Irwin | Kathie | Families Commission |
| Isherwood | Karin | Capital and Coast District Health Board |
| Jamison | Andy | Families Commission |
| Jardine | Felicite | Shirley Strong Community Initiative |
| Jary | Jan | Ministry of Social Development |
| Jennings | Di | Community Waitakere |
| Johnson | Sue | Kapiti Coast District Council |
| Johnstone | Brodie | Department of Internal Affairs |
| Keen | Sandy | Department of Internal Affairs |
| Kelly | Liz | Ministry of Social Development |
| Kenelly | Lucy | Families Commission |
| Kenneally | Roy | Cross Over Trust |
| Kinley | Liz | Jigsaw |
| Kjestrup | Ron | YMCA |
| Kumeroa | Judy | Te Ora Hou Whanganui/Stone Soup |
| Langton | Marriene | West Spreydon School |
| Latham | Kaye | Department of Internal Affairs |
| Laufiso | Michael | Dunedin City Council |
| Lawrence | Hugh | Community & Voluntary Sector |
| Leabourn | Gaylene | Waitemata District Health Board |
| Leach | Ross | Dunedin North Intermediate |
| Leader | Ian | Westpac |
| Lee | Cindy | Supporting Families |
| Leonard | Gill | Hauraki District Council |
| Lindsay-Lees | Karen | Waimakariri District Council |
| Little | Dale | Mental Health Foundation |
| Maclennan | Barbara | Inspiring Communities |
| Madden | Bruce | Families Commission |
| Main | Annette | Wanganui District Council |
| Major | Duane | Spreydon Baptist Church |
| Major | David | Community Response Forum |
| Malcolm | Margy-Jean | Unitec NZ |
| Manahi | Waikaremoana | Pomare School |
| Manu | Danielle | Marfell Community School |
| Marshall | Kerry | Canterbury District Health Board |
| Martin | Betsan | Methodist Public Questions |
| Maurice | Jackie | Barnardos |
| Max | Lesley | Great Potentials Foundation |
| McCarthy-Robinson | Lois | |
| McEwen | Frances | Upper Hutt City Council |
| McGowan | Annette | Waltham Youth & Development Trust |
| McNamara | Grecia | West Harbour School |
| McNatty | Melanie | Family Works Otago |
| McPherson | Liz | Motueka Family Service Centre |

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| Meachen | Rebecca | Addington School |
| Millington | Lynda | Interactionz |
| Molnar | Penny | Victory Community Health Centre |
| Moore | Charlie | Families Commission |
| Moore | Colleen | |
| Mountfort | Sally | Wayne Francis Charitable Trust |
| Moys | Terry | Disability Resource Centre (HB) Trust |
| Murray | Lynda | Families Commission |
| Norman | Peter | Motueka Districts Preschool and Whanau Trust |
| O'Brien | Polly | Family & Community Services |
| Olsen | Stephen | Community Housing Aotearoa |
| Palmer | Rachael | Department of Internal Affairs |
| Parata | Damian | Department of Internal Affairs |
| Parata | Tania | Kapiti Coast District Council |
| Pearson | Heather | Lakes District Health Board |
| Percy | Adrienne | Department of Internal Affairs |
| Petersen | Debbie | Waikato District Health Board |
| Phipps | Glenn | Selwyn School |
| Pilcher | Greg | Tapu School |
| Pirikahu | Gill | Whakauae Research for Maori Health and Development |
| Potter | Mark | Berhampore School |
| Prendergast | John | Community Trust of Southland & Philanthropy NZ |
| Prestidge | Paul | Ministry of Social Development |
| Pye | Claire | Pou Whakaaro |
| Ramsay | Maria | TSB Community Trust |
| Rance | Helen | Health Promotion Forum of New Zealand |
| Rauhunui | Debs | Ministry of Social Development |
| Rautahi | Pariri | Massey University |
| Rei | Sue | Great Start Taita |
| Rerekura | Jay | Nga Tai O Te Awa Trust |
| Roberts | Colleen | Selwyn School |
| Rodgers | Kathleen | Disability Resource Centre (HB) Trust |
| Rooney | Raewyn | Marfell Community School |
| Ross | Claire | Petone Central School |
| Rowe | Rebecca | Te Ora Hou Whanganui/Stone Soup |
| Salmon | Sharon | Victory Community Health Centre |
| Scott | Robyn | Families Commission |
| Setu | Jessica | Upper Hutt City Council |
| Seymour | Patricia | Community Response Forum Waikato |
| Sharr | Matt | Addington School |
| Shingleton | Susan | Kapiti Community Health Group |
| Siave | Geoff | Shirley Intermediate School |
| Smith | Kyran | Miramar South School |
| Spicer | Marion | Iosis Family Solutions |
| Spicer | Tony | Child Youth & Family |
| Stirling-Lindsay | Sharleen | Wellbeing North Canterbury |
| Street | Maryan | NZ Labour Party |
| Strickson | Paula | Ministry of Social Development |
| Stuart | David | Families Commission |
| Sutherland | Amanda | Auckland Council |
| Swanney | Ara | Well Health |
| Tahere | Edith | Department of Internal Affairs |

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| Tamaka | Jasmine | Pomare School |
| Tamaka | Susan | Pomare School |
| Tamihana-Milne | Ruth | Department of Internal Affairs |
| Tanguay | Heather | Department of Internal Affairs |
| Taniwha | Nga | Te Ora Hou Whanganui/Stone Soup |
| Tapata-Stafford | te Rehia | Ministry of Social Development |
| Tapsell | Elaine | Regional Chair, Whanau Ora Te Moana a Toi |
| Tawhiri | Thomas | Whakatohea Maori Trust Board |
| Te Kani | Jacqui | MWWL |
| Terewi | Sandra | Taranaki Whanganui Community Response Forum |
| Thomson | Gendy | Anglican Diocese of Wellington |
| Tichbon | Greg | Te Ora Hou Whanganui/Stone Soup |
| Timpany | Judith | Whanganui Community Foundation |
| Tolley | Allan | Family & Community Services |
| Turia | Tariana | Community & Voluntary Sector |
| Turner | Judy | Community Response Forum, Bay of Plenty |
| Tuuta | Colleen | Inspiring Communitites |
| Vagi | Limu | Presbyterian Support Otago |
| Vickridge | Sue | Department of Internal Affairs |
| Walker | Jill | The Travelling Tuataras |
| Wallace | Mere | Te Puni Kōkiri |
| Warren | Susan | COMET |
| Watson | Helen | Victory Village School |
| Webster | Pat | Victory Community Health Centre |
| Whibley | Craig | Department of Internal Affairs |
| White | Melissa | Ministry of Social Development |
| Wickham | David | People First |
| Williams | Rebecca | Dunedin City Council |
| Winters | Joc' | Victory Community Health Centre |
| Wisnesky | Richard | Community & Public Health |
| Workman | Kim | Families Commission |
| Wouters | Mariska | Local Government New Zealand |

Appendix Three

Survey Monkey Comments – Highlights and themes

Q1. On a scale of 1 – 5 how satisfied were you with the overall forum?

103 responses. 89% responded either 4 or 5. (5 most positive), 72 provided written comment.

1. The overall tone and content of comments is very positive and constructive. Many reported finding it inspirational and energizing to connect with like minded participants, to see their work in a national context and to become aware/learn about other projects.
2. A number found it personally challenging – arising from a chance to reflect and to see their work alongside others.
3. Some were looking for some contextual discussion leading to critique of government policy and consideration of issues of social justice.
4. There is a lot of comment about the fullness of the programme, the length of the days, the intensity of it, and how challenging this was. There is also some understanding of the tension in trying to put together a programme and format that fits everything in. Some clearly found it ‘too much’, others thought it about right. One wanted more specific (how to) info and less rhetoric about CLD.
5. Home groups attract a lot of really positive comment. Were seen as a safe place to reflect, download etc. Some thought there was too much time devoted to them – and late in the day was difficult – but overall people really appreciated them as part of the format.
6. Overall workshops attract a wide range of comment. Positive and negative (sometimes referring to the same workshop). A feeling there was a lot of choice – which led to some feeling pressured to choose carefully, and some frustration about what they missed out on. People were looking for more information to help them choose.
7. World Café and Panel discussion (Friday) also attracted significant positive comments. (Apart from the lack of coffee at the café!) The café questions were very well regarded. Process also seen as buzzy/energising and good way of bringing things together.
8. Much positive feedback about Victory – being there, the tours, the story and the meeting of people. The idea of it being based / grounded in Victory seems to have worked well.
9. Positive feedback about the quality and diversity of people there. Some looking for greater presence/involvement of tangata whenua and Pasifica.
10. A number found the room cold – and the food average. Though others thought the venue ‘fantastic’ and perfect!

Q2. How did you find various aspects of the Forum programme?

There are 118 responses with 46 providing comments.

The most useful (in order) were seen as ‘Being at Victory’, (51% rated 5) Networking, (51%), World Café (39%) and Home Groups (37%). Interestingly Home Groups also attracted the least favourable feedback with 8.1% ranking them as either 1 or 2.

1. There are comments about all sessions – each having supporters and those slightly less so.
2. As noted above Home Groups attracted a lot of comment – with most finding them a very positive aspect of the forum. Some variation related to specific dynamics within each group.
3. People enjoyed and responded to ‘real experience’ and hearing stories they could relate to.
4. Forum was seen as ‘well organised’.
5. Lots of feedback about Victory itself. Mostly positive – people enjoyed meeting community at Hangi – and the tours.
6. As above – Work Café seen very positively. One wondered if it would have been good to gather sectors together sooner.
7. One person thought the first panel a bit of a waste of time – but the second was great.

Q.3. How did you find the workshop stream you attended?

109 responses with 42 offering comment.

Most workshops scored well – numbers of respondents small for some, so caution required. Standout scores seemed to be for ‘Schools’, Hapu/Whanau, Young People and Weaving Families and Communities Together.

1. Comments relating to specific stream experiences. Positive comments relating to Great Start, Local Government and Victory.
2. Interesting comment about how good to hear from excellent practitioners who could articulate what they do. More of this at future Forums.
3. Some had difficulty with choosing – or the choice they made. Though for some turned out well, if unexpected.

Q.4. How did you find the workshop session you attended?

99 responses with 45 offering comment.

Feedback was again generally positive – and again with small numbers related to some workshops. Well regarded sessions included ‘Ways of Connecting’, ‘What We’re Learning’, ‘Economic Development’. Comments are often not clearly identified to a specific session. Overall a less positive tone to these comments. (May reflect the end of a long day?)

1. A sense that people were looking for information / knowledge at these sessions. When that happened – very positive comments.
2. Other comments were that facilitation didn’t always work. Too long on introductions – only 20 min for content, couldn’t read data show, etc.
3. A number of comments relate to expectations and whether or not they were met.

Q.5. Did you find some answers? And challenges remaining

113 responses – of which only 1 said no! The others were either ‘yes’ (64) or ‘made progress’ (48). 67 offered comment on the big challenges remaining.

Challenges included:

1. Working in bureaucracy (and with bureaucracy). Overcoming silos and applying community development principles.
2. Applying learning in context of Christchurch.
3. Funding arrangements – both in terms of contracting models and also availability of any funding that’s longer term and developmental.
4. Expanding the thinking from local situations to national
5. Changing the mindset

- a. from service delivery to community development
 - b. from consumer to citizen
6. Staying connected
 7. Collaboration – and getting people to think outside the box.
 8. Motivating all in communities and being inclusive.

Q.6. What was the main learning?

98 responded.

There are a large number of responses – many of them quite specific. However – overriding themes emerging include:

1. Importance of relationships – and relationship building.
2. Validity and importance of community led family whanau centered approaches. Often also simply seen as community development. Many facets of this are identified – being inclusive, its participatory, being connected.
3. It takes time – lots of it. Some were amazed at how long Victory had been in gestation. Often described as perseverance.
4. Leadership seen as a key part of the mix and work. Linked to an action orientation and courage – to act, and to tell the stories in the current environment.

Q.7. Is there something you're planning to do?

Of 114 responses 71 said yes – the rest (47) are less action oriented and are still thinking about it. 70 commented further.

1. Responses focused on local initiatives and participants own work. Many responses are thoughtful and indicative of reflection on the persons own community development practice. Themes included the sharing of the experience, connecting in communities with others that had attended and taking specific actions to promote insights and awareness of this approach. Reference to 'linking intentionally'.
2. A number indicated they were going to use the world café process.
3. Start noticing leaders in our community.
4. The ADHB has agreed to hold a 4 hour workshop for health practitioners – specifically for feedback from Victory, to hear about community projects and to have a world café around next steps.

Q.8. What are the biggest gains?

91 responses

Themes included:

1. A holistic approach – leading to sustained and 'evolving' gains. The growth of resilience.
2. Community empowerment – seen as good for everyone. Ownership by communities and families – services and solutions are not imposed. A move away from dependence.
3. Sustained and positive family and whanau change – willing participation.
4. The growth of social capital, and social justice.
5. Bringing back a sense of community. The growth of active citizenship.

Q.9. Next steps?

116 responded to the question, with 12 offering additional comments.

The highest priority was clearly to take local action (79.4%) closely followed by sharing the learning's from the forum with key community funders. There was also significant support for sharing this with central government policy makers. There

seemed to be split views on the value of further national or regional forums – with stronger support for a regional approach.

Suggestions included:

1. Develop resources to support the concept in other communities.
2. Share findings with community leaders.
3. Conference 2-3 yearly, rather than annually.
4. Explore a business case for mutually beneficial business involvement.

Q.10. Your ongoing connection

109 responses and 11 additional comments

103 of 109 wanted to receive information. 49 were prepared to be part of a regional team organizing a forum, but only 6 brave souls were keen to be part of organising another national event! 45 were maybe interested in sharing their experiences through research, publications or forums.

1. Additional comments were on venue (too small) and others noted that they felt they were still learning, and new to this work.
2. Some interest in an on line forum to exchange views.
3. Interest also from faith based communities to get more involved.