

Shaping the Future

Harvesting locally-led leadership and insights to strengthen community wellbeing

Community-led development (CLD) strengthens communities by activating and weaving the wisdom and contribution of everyone connected to a place/whenua.

The Covid-19 Crisis has again sparked discussion about doing things differently so that our communities and country are more resilient. Harvesting and sharing community-led knowledge is a core function of Inspiring Communities. During May and June, we are talking to a selection of CLD and sector leaders with an interest in CLD.

From this we will frame a Community-Led Insights Report with key recommendations, and practical suggestions for how our local, regional and national systems can more effectively support and enable community wellbeing.

As a heads up, here's our key planks that should be prioritised to nudge the layers - shifting the system towards transformation. Of course community-led change is not a quick fix, it's a long-term game!

Change required to enable CLD in post Covid Aotearoa

- **People first.** Value and invest in effective relationships. It is people, connections and trust that make things happen.
- **Invest.** Fund locally-led action. Support processes and capability building that grows local capacity.
- **Decentralise.** Provide flexible funding and decision-making processes at regional and local government levels where iwi and communities are at the table not just being consulted.
- **Embed and evaluate.** Include the 4 wellbeings (social, economic, environmental and cultural) in all recovery-focused initiatives. Report their outcomes. What we focus on grows.
- **Build Social Capital.** Understand the power and potential of relationships, leadership and action at individual, neighbourhood, and rural scale.
- **Be courageous.** Mandate innovation and learning. Complex challenges require creative responses to see what works. Be responsive to change, test and adapt.
- **Collaborate.** Partner with others, maximise resource and reduce risk.

Three Initiatives IC put forward for government consideration

1. **A Community Resilience Fund** to invest in locally-led community resilience planning and action. The fund leverages contributions from local government, other philanthropic funders, iwi, local businesses and local communities. Explore relationships with existing Provincial Growth Partnership and other Government investments.
2. **Decentralised Innovation Seed Funding** to catalyse community enterprise and resilience activities. Enable regional managers of relevant government agencies (DIA, MPI, MSD, MoE, OT) to make immediate small investment calls (up to \$5k) to support promising, early stage, local initiatives focused on building social capital, community enterprise, and resilience activities.



3. **A cross- agency CLD training and support programme.** Provide officials across central and local government agencies with the know-how to support community-led action.

These initiatives integrate community wellbeing and facilitate Government to work more effectively with communities. The principles of Te Whakawhanake ā-Hapori ki Aotearoa, Community-led Development in Aotearoa help navigate how this can be achieved.

Ngā Mātāpono/CLD Principles

Grow from shared local visions

- Learn about tāngata whenua, their history and aspirations.
- Understand who was in this place, who is in this place and who will be in this place.
- Build plans with those who live, work, care, play, and invest in a place – the principle of te ahi kaa¹.
- Tailor-make solutions that reflect local ambitions, goals and contexts.
- Grow a shared sense of optimism and collective ownership of the future.

**Mā mua ka kite a muri, mā muri
ka ora a mua**

– those who lead give sight to those
who follow; those who follow give life to
those who lead

Build from strengths

- Everyone has a contribution to make.
- Value residents as 'experts' in their place.
- Proactively involve people who are frequently ignored.
- Recognise the strengths tāngata whenua bring and build respectful relationships.
- Value community assets. Use what you've got to help get what you want.

He kai kei aku ringa

– there is food at the end of
my hands

Work with diverse people and sectors

- Foster connections between groups who don't usually work together.
- Support the aspirations of local whānau, hapū and iwi.
- Ensure residents are actively involved in all aspects.
- Build relationships between neighbours.
- Encourage networking between community-led initiatives locally, regionally and nationally.

**Mā whero, mā pango, ka
oti te mahi**

– by red and by black the
work will be completed

Grow collaborative local leadership

- Seek leadership from across the community – everyone is a potential leader.
- Value different cultural approaches to leadership.
- Support local people who are doing things and connect them to others to grow their effectiveness.
- Invest in developing skills and capacity of local leaders.
- Celebrate local leaders and community achievements.

**Ehara taku toa he toa takitahi,
engari taku toa he toa takitini**

– success comes from the strength
of the collective and not of the
lone individual

Learn by doing

- Plan and work adaptively.
- Build in time for structured reflection to understand what's working and what's not.
- Use data and insights to measure impact. Document and share progress widely.
- Embrace small steps that contribute to transformational change.
- Use local practice-informed evidence to support system changes locally and nationally.

I orea te tuatara ka patu ki waho

– a problem is solved by continuing to
find solutions

¹ Te ahi kaa is a term used to describe the home people – the ones that live on their whenua, that keep the home fires burning, that keep their place, particularly the marae, alive.