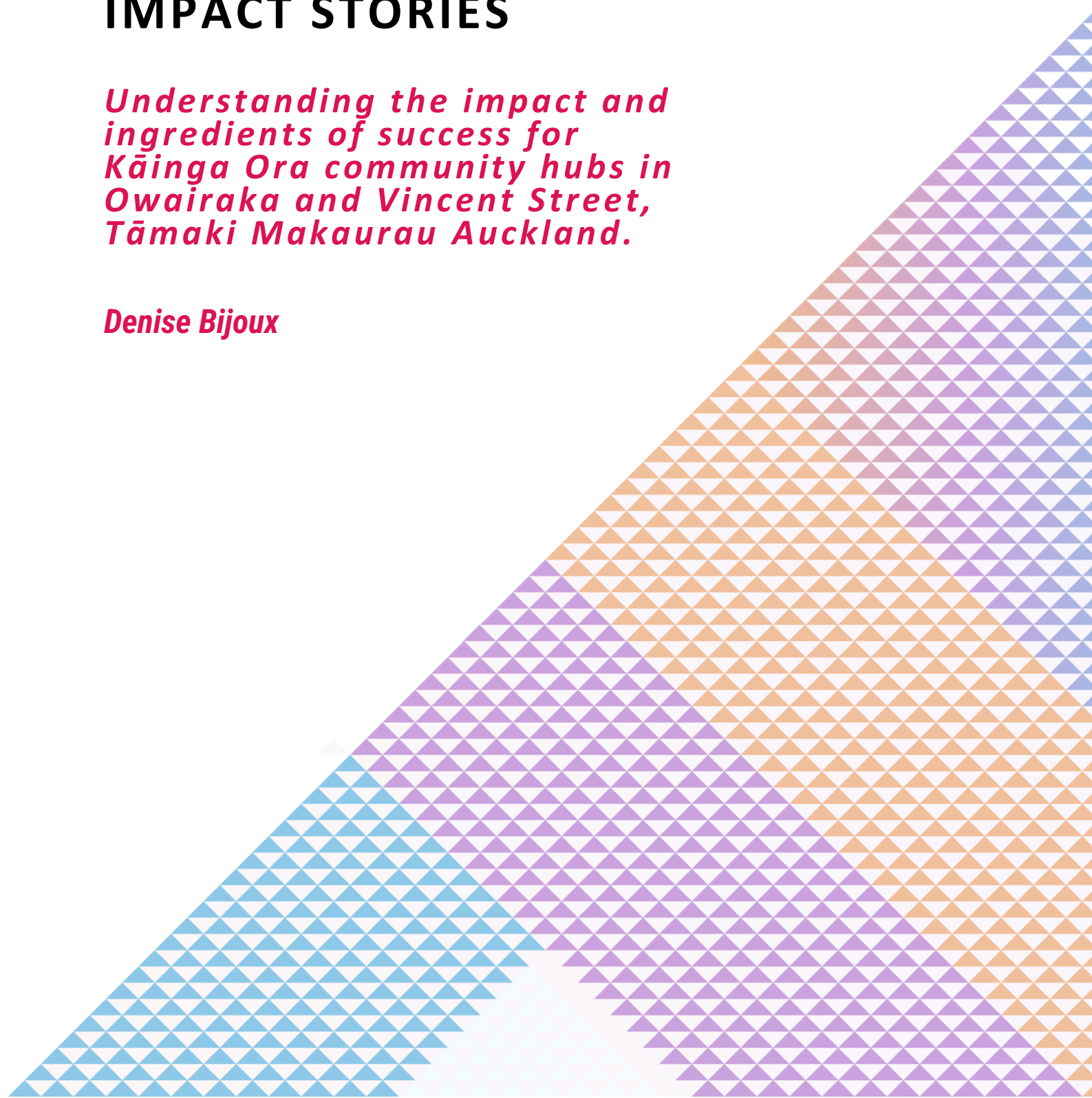


IMPACT STORIES

Understanding the impact and ingredients of success for Kāinga Ora community hubs in Owairaka and Vincent Street, Tāmaki Makaurau Auckland.

Denise Bijoux



EXECUTIVE SUMMARY

This report offers an analysis of the successes and impacts of two temporary community hubs developed and hosted by Kāinga Ora in Tāmaki Makaurau between 2020 and 2023. Ōwairaka Community Hub on Richardson Road ran from April 2021 to 31 September 2022 and the Pop Up Hub on Vincent Street ran from April 2022 and to 31 May 2023 with groups able to use the space for some weeks after that.

Established for different reasons and run in similar but different ways, both hubs were successful in supporting the development of connections, trust and relationship within and between hub user groups. These successes were largely because the operation of the hubs was responsive to the aspirations of users of each space, no cost to hire, located within the community they were intended to serve and because Kāinga Ora staff were friendly, kind, respectful and trusting. Clear communication and booking procedures via Space to Co as well as easy access were key contributing factors too.

Ōwairaka



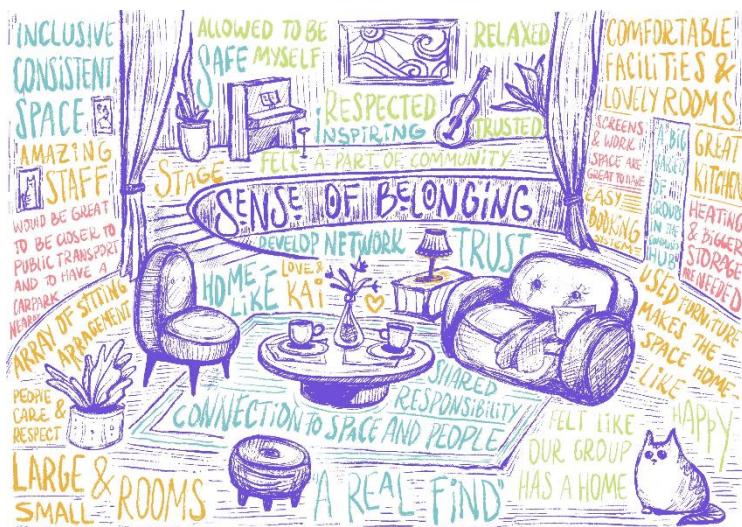
In the Ōwairaka Hub, the impacts for users were predominately a feeling of connection with others, many of whom were previously strangers. Hub users report feeling less isolated and disconnected, with more friends and purpose than before the hub existed because they were supported to use the hub to share skills and ideas. For several people, the experience of kindness from staff was, in itself, a positive impact on their quality of life.

Others report the impact of the hub as enabling them to be creative, stay in touch with an area they had moved from, helping them be part of the community, “have different company”, to learn and to share as well as to find out what was happening locally.

For most, these impacts were less associated with the facilities at the hub and more strongly linked to the practices of both staff and users of the hub which were centred on kindness,

inclusion, support, caring and fun. Nonetheless, the facilities and offerings of the hub (such as Perfectly Imperfect's pop-up shop) were also important contributing factors to the successes and most ideas for improvements focused on enlarging or extending physical spaces, improving heating and cooling and reducing noise transfer.

Pop Up



At the Pop Up, the impacts reported by hub users were also predominately about connections, both within groups and between them. For most, the hub helped them feel part of a community and, in some cases, deeper connections with other locals also led to deeper connections with the local area and the hub itself. Hub users say they felt respected, supported, safe and cared about as they grew trust in others who used the space too.

Several hub users felt the hub brought out their “best selves” and helped them to feel comfortable, strong and trust themselves more. This was largely because they felt staff understood them and allowed them to be themselves in the space. Others say they felt connected and valued because they contributed to the décor and could abide by the few rules and so were acceptable and accepted as they were. The ‘kawa of manaaki’ helped users feel included, valued and dignified as well as relaxed and happy because they were part of making the hub happen, not just someone who hired a room there. Some felt that, over time, hub users had more of an influence on the hub and how it was run than staff did.

For most, the key contributing factors to these impacts were the hassle-free ways they booked and accessed the spaces (knowing the combination and having no reception to navigate), as well as the welcoming friendliness of staff and other users. The facilities contributed to these feelings too, but the impacts of the space are linked more to how the facilities were used (baking was more important than the kitchen and a warm sense of welcome was more important than having another human present, for example). As with Owairaka, the things people would like to change were, largely, focused on the physical aspects of the space – better heating and lighting, more sunshine, a larger better equipped kitchen, break out rooms, accessible toilets and a quiet space. Safer access at night was also mentioned.

Overall summary

SUCSESSES	EVIDENCE	STRATEGIES
<p>A sense of community, closeness and safety, was created and supported by the culture and energy of the hubs.</p> <p>People felt comfortable and that they belonged. They also felt less isolated and less disconnected. People met people they wouldn't have otherwise met, building and extending their networks. Some made new friends.</p> <p>Programmes and groups happened that wouldn't have otherwise happened. People had a good time trying new things, sharing skills and resources and feeling supported to participate. Some were mentored into leadership. New opportunities emerged.</p> <p>People learnt more about what was going on locally and felt supported through change/welcomed into a new neighbourhood.</p>	<p>Individuals and groups formed connections with staff, some becoming friends.</p> <p>Growth in numbers and range of groups/communities using the space. The hours spaces were booked increased.</p> <p>Groups wanted to come back and made regular/permanent bookings.</p> <p>New collaborations, programmes and groups developed. Ideas were made real.</p> <p>Activities were affordable to run and to participate in.</p> <p>Social enterprises flourished as they met local needs and aspirations.</p> <p>Users respected the spaces, cleaning and tidying up after themselves.</p> <p>People want more hubs like these.</p>	<p>Having the right staff: Warm welcomes from friendly and kind staff who have skills in helping people make their ideas real.</p> <p>No cost to hire, an easy-to-use booking system, simple access including after hours and good levels of cleanliness.</p> <p>Great communications, with few rules. Instigating a kawa of manaaki.</p> <p>A cosy, homely and laid back vibe with well organised spaces that are furnished with pre-loved items and art. Providing kitchen facilities, tea and coffee. Accessible location.</p> <p>Embracing ideas from users and intentionally building community connections, relationships and partnerships. Scaffolding ideas and growing local capacity/ownership in projects that matter to locals. Applying a social procurement model.</p>

One person described the value to the local area of the Pop-Up as “love: love for us, love for a space that was empty, love for our streets and the people in them”, while the Ōwairaka Hub was described as “like a village” and “a warm house... a home away from home”. Both hubs are seen as examples of “how to do things differently” at the neighbourhood level so more people feel “a sense of community, unity and space to belong”. One person also felt that community hubs show that “not everything has to make a [financial] profit, or even pay its way in money terms. Things the government/KO do can pay their way in social terms. The Pop Up shows that to be true”.

INTRODUCTION

Over the past few years, Kāinga Ora has developed two community hubs in areas of significant redevelopment – one ‘temporary community hub’ in Ōwairaka (closed October 2022) and one ‘pop-up hub’ in Vincent Street (which closed in May 2023 and will transfer to new premises in mid-late 2023). These hubs have been developed for different reasons and are part of how Kāinga Ora aims to achieve its vision of building “better, brighter homes, communities and lives”. Kāinga Ora is one of the few organisations in the country with a mandate and focus on neighbourhood and community level change, both physically and socially.

The work presented here is to better understand the impact of each of these hubs in the communities in which they operate and to show key ingredients for success and ‘value-add’ in each location. This report is a discussion paper of key findings which will be assessed collaboratively by Kāinga Ora to inform how, and to whom, Kāinga Ora-provided community hubs are worthwhile. That assessment will be added to the information provided here to form a final report which can help inform decisions made by Kāinga Ora about future community hubs.

This report provides an impact story case study of each hub as well as an analysis of successes as defined by participants from each Hub. It also offers an initial discussion of success factors in common across both hubs. The methodology we used is attached as Appendix One.

IMPACT STORIES

ŌWAIRAKA COMMUNITY HUB



The temporary Ōwairaka Community Hub was established in a former home on Richardson Road, Mount Roskill in late 2020 among the disruption of 240 state homes being removed and replaced by 1200 new homes. Initially set up as a free to use place of respite for locals to gather, the hub was seen as a ‘pilot project’ by Kāinga Ora with the intention of “facilitating a grassroots and community-led journey through change”.

Following a set up phase throughout 2020, during a series of Covid-19 Lockdowns, the space opened to the public in April 2021. The set-up phase included local community conversations (which strongly indicated a desire for a permanent hub) and engagement with Mana Whenua.

The Hub opened in April 2021 and really took off as people were directly invited in, Space to Co¹ were engaged to manage bookings, activities started to happen, after-hours access was arranged,

¹ See more here: <https://www.spacetoco.com/>

and word spread. There were 14 bookings in April 2021, with a total of 169 bookings between 1 April and 31 December 2021. Throughout 2021, Kāinga Ora staff began:

- intentionally building community partnerships (including with links to potential funders),
- doing the “legwork” to bring social enterprises into the space and supporting them through the Covid period,
- applying a social procurement model, and
- “running with community ideas” to help build capacity in “projects that are community-owned”.

This period (2021) saw a pātaka kai built, regular programmes established and trust and relationship developed with a wide range of local people, groups and organisations. A timeline is provided in Appendix Two.

Groups using the Hub at this time and later were often relatively newly set up, and many had been running from home previously. Wanting to alleviate the isolation of Covid Lockdowns and restrictions of using personal spaces for group gatherings were key drivers for moving to the Hub.

That the Hub was free to use and “close to home” were both key deciding factors for many individuals, groups and organisations. Most could not have afforded market rate hire fees and many did not want to be in impersonal spaces such as a “hall for hire”. In addition, ripple effects from the pandemic meant some people preferred to stay in their neighbourhoods and the Hub location also meant transport was less of an issue for some Hub users. Just as importantly, people were meeting other locals at the Hub – often people they would not have met otherwise – and in the post-lockdown period, this helped reduce feelings of disconnection and isolation as well as growing renewed senses of attachment and belonging to the local area and people in it, both long term and more recent arrivals. Having no hireage fees and a very local location were also key reasons groups kept coming to the Hub. Just as important, however, was:

- the warm welcome people received from Kāinga Ora staff and management, and from other Hub users,
- the “well organised”, “cosy”, “homely” presentation of the spaces,
- easy and effective online booking system, and
- kitchen with tea and coffee; and the art.

The Hub became “a place to make friends...”, “a place of escape”, a “warm workspace for family” and “the heart of the local community”. People also appreciated the way local people were “supported to participate” by staff and the underpinning “sense of community” they felt there.

“Kindness, encouragement, open communication, supporting me to share my ideas and skills with others.”

“Giving me space to work and be in touch with locals. Being able to book was amazing, it gave me certainty and a base/safe space to work.”

“Giving me a place to go outside the home with someone that is willing to chat. Obtained the help I needed, a place to learn and share.”

Key elements of the Hub that enabled these outcomes included users feeling welcomed, safe and secure, able to do things they wouldn’t have done otherwise, and to meet people they wouldn’t have met otherwise. The Hub not only offered a range of spaces for locals to use, it also helped them to “learn what is going on and who to talk to about things locally”. Both the facilities provided and ways people were engaged by Kāinga Ora staff enabled users to build “networks and relationships”, “connect and continue to have good social interaction”, “hold workshops, get out of the house and have different company”, “get out into the community”, “...keep connections with my son’s school”, “be creative”, and “Grow!”.

“It was for the community and able to be used full time. An amazing place for community to come together to teach/learn.”

“A place to learn. It was a place to mix and mingle. A place to give and gain information. A place to share knowledge of the area. I built a friendship with Kirsten.”

“As a newly single parent it allowed my children opportunities that I couldn’t necessarily afford. My son’s mental wellbeing was not good, the smaller rooms provide a safe place to get out of the house.”

“When a child went missing from school, the Hub provided a space to coordinate the search and mind children while parents were searching. It was a safe place, with trusted people”

“The Hub was like a village, everyone supporting one another.”

“Community! It was a truly amazing community to come together stronger!”

The ways staff engaged people, how users interacted with one another as well as outcomes for Hub users meant the value of the Hub to the neighbourhood included “promoting community unity/closeness” (50%), making it easy for people to run their own affordable things (30%), and providing a much-needed shared space in an increasingly densely populated area (20%). Similarly, the value of the hub to wider Tāmaki Makaurau was seen to be about “building a sense of unity, community, and space to belong” (40%). Community hubs can “build communities, welcome new people, support current neighbours through change” and help develop locals, in their diversity, to be “truly be one community” helping the city become more welcoming, safe and secure “because we would know one another” (60%). Further, “hubs like this” have “so much potential” and can “create new norms of caring and connection in every neighbourhood” (50%).

“It was like a warm house... a home away from home. Not like a hall for hire.”

“A house with a home feel, that people could use to gather, share, continue their group meetings, engage in workshops etc. Far superior to a community hall - much better fun...”

“Friendship. A place for the community groups to meet. A place to get advice and help. Somewhere where you can get important community info. A place to obtain history and pictures of the area prior to the motorway as an interest to people.”

“...we truly saved tonnes of food during this time and fed thousands of families!”

“Kirsten’s kindness, making everything easy and welcoming for everybody!”

“I’m impressed by the kindness from everyone.”

“It was 100% great.”

From January to the end of September 2022 a total of 485 bookings were made. During the latter part of this period, efforts were made to relocate regular groups and new spaces were found for six.

Reflecting on the space some nine months after its closure, people were genuinely happy to see one another again and super keen to see a replacement Hub happen in the local area. Should that be possible, the most common suggestion for improving the hub was “enlarging it” (75%): offering larger rooms and a wider range of room sizes, adding carpets for quietness, separating noisy and quiet activities more, and siting it closer to public transport with better parking too (33%). “Extending it” was also recommended so the hub can “accommodate more of the community”, with multi-use indoor and outdoor facilities (58%): “adding a messy woodworking area. Textile

education area. More makers space”, “vegetable garden... chickens too!”, “basketball court, rollerskate. So much potential to do more”.

Suggestions for improvements are strongly based on experience. Many people found the rooms too small at one time or another and had difficulty finding a car park at least some of the time. Some people found the hub too noisy and sometimes too cold. As time went on, some had trouble booking a room – the “space was not big enough as it grew too fast”. Even so, “people came no matter how crazy the road works were” and, even without improvements, 83% “would love another [hub]”.

“I miss it ❤️.”

“I want it back!”

“I love it and loved it and would love to have it back.”

“Make more spaces like this.”

Successes and evidence:

- Staff and management: Kirsten and the “warm and welcoming” ways she went about her work was highlighted as a critical aspect of the Hub’s success – “vital to the feeling and success”. People felt they were allowed to “do anything here” and that staff encouraged them to find ways their ideas could happen as well as “explaining how things work and what’s going on”. “It wouldn’t have worked as well without the friendly kindness”.
- No cost to hire, efficient booking system and cleanliness: Easy to organise use of spaces that were “reliably clean”, “warm and homey”, accessible on weekends and safe and secure is “so rare! Especially when they are FREE!”. The Hub was a “fantastic package and there is nothing to compare it to”. “Space to Co is amazing”.
- Neutral, “not cramped” spaces of varying sizes: There are “so few” options for groups to use affordable rooms for their purposes and for individuals to meet and connect with neighbours and other locals to “fill their needs”, share skills or “just be there and help a bit” “without judgement”.

“It was nice to have a friendly human, as well as the tech [Space to Co]. Kirsten had the right character for the role. She focused on connecting communities and got to know key community members. She had the power to create the culture of the hub, the energy around the space and

that attracted the same kind of energy, which is why it was so good.”

“Some people might have been cynical [about Kāinga Ora’s motivation and/or the value of a hub] to begin with, but they came back and more came. Word of mouth spread and it grew like wildfire.”

“There were so many challenges happening [development, roadworks, covid...] yet people came because of the community, the connection.”

Strategies for future hubs

- The “right” staff: welcoming, friendly.
- A “homely” space: warm and clean, light and bright, not too noisy and “not too new”. “Less like a library or hall to hire and more like Grandma’s house”.
- A variety of spaces: sizes, facilities including “dirty spaces” for woodworking and “messy activities”, outdoor spaces for growing and play and “quiet spaces”.
- Include furnishings that show “it’s a living space” such as tables, chairs, bookcases, couches and offer the ability to hire equipment “like cups, platters, urns” for functions there. Free internet and heating/cooling.
- Set a “higher bar for zero waste” and “demonstrating more sustainable lifestyles”. “Some things are hard to do at home alone, like composting. They might be easier to do at a community hub”.

A range of ways “to find out what’s happening”. Online, in person, noticeboards, casual conversation. Participants felt strongly that a community hub should be part of the Kāinga Ora development process for any community undergoing intensification, and “especially with multi-storeyed buildings”. Moreover, participants felt that such hubs should be made permanent seeing them as “just as important as green space” in densifying areas: “there is such great long-term potential”.

Once upon a time there was a Hub

It aimed to...

- Provide a place of respite from change for locals following local conversations and engagement with Mana Whenua
- Pilot the facilitation of a grassroots and community-led journey through change
- Intentionally build community partnerships (incl. links to potential funders), social enterprises and local capacity for projects that are community-owned
- Apply a social procurement model

Before coming to the Hub groups were ...

- ... mostly meeting at home or
- ... not yet formed

The groups felt...

- welcomed
- safe
- secure
- connected

The Hub helped people to feel valued by ...

- not being judged, feel accepted
- helping meet and connect with others
- supporting them to share their ideas and skills
- checking in on them
- inviting them

... being part of the Hub helped the groups to ...

- grow network
- build relationships
- find out what's going on
- reach new customers
- share what they do
- partner with others
- know others
- grow!

The things that the Hub provided the groups with ...

- warm friendly spaces
- well organised and clean
- easy to book
- free
 - a range of sized rooms
 - work space and art space
 - a range of activities
 - tea and coffee
 - kitchen

If we had the chance we would make the space even better by ...

- More carparks
- Range of facilities
- Closer to Public Transport
- Accommodate more community
- Add dirty spaces, quiet spaces
- Range of room sizes
- Make it bigger
- Less noise

Challenges at the Hub were ...

- Rooms sometimes too small
- Hard to find carpark
- Difficult to reserve a room, because it's too busy
- Cold

The things that worked really well were ...

- weekend access
- location
- free
- staff

The Hub was different and special because ...

- it was free
- open during weekends
- easy to book
- "a home away from home"
- friendly and welcoming
- a safe place to meet others and find out what was going on locally

The value of the Hub to the local neighbourhood is ...

- promoting unity and closeness
- easy to run own thing (functions, classes, fund raisers)
- shared indoor space, open to all
- support neighbours --?
- welcome newcomers
- know, trust each other more
- affordable

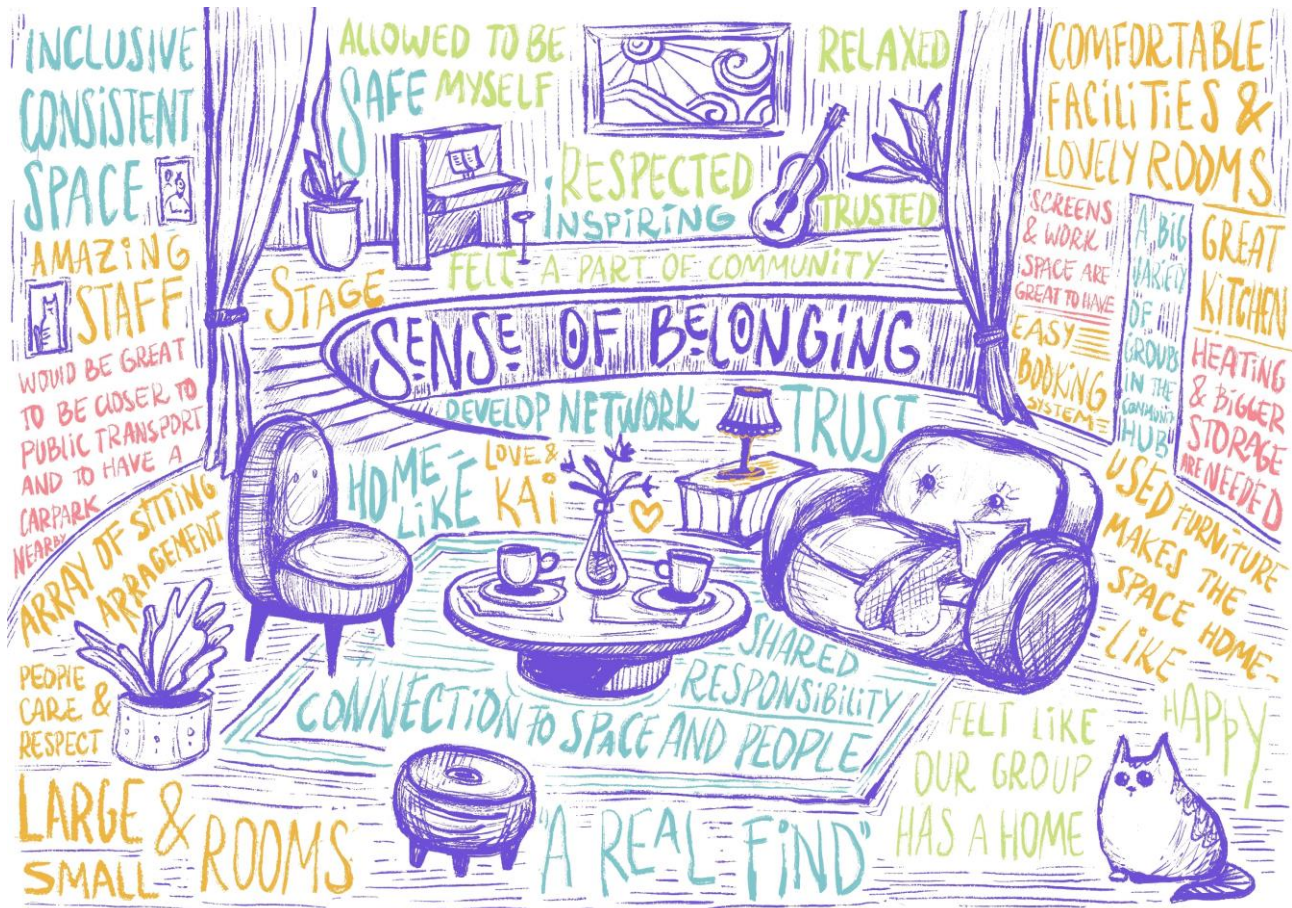
Things that impressed the most at the Hub have been ...

- wide variety of groups using the hub
- organisation, skills
- openness
- kindness of staff
- the facilities
- being free

... and to Auckland is ...

- creating a norm of community building
- welcoming city, safe and secure
- more people know one another

VINCENT STREET POP-UP



105 Vincent Street became available in December 2021, with the Kāinga Ora Community Development Team’s Programme Raranga given the opportunity to utilise it for “testing ideas and building connections” in January 2022 until the new building at 139 Greys Ave (Mātāwai) was ready for use. The decision was made to use the space to “test and implement a particular “community development service model” (Appendix 3) so “weaving and connecting, learning and doing” by Kāinga Ora could start before Mātāwai was occupied.

As well as testing ideas, the Pop Up was purposefully set up to be informed by the voices of locals as well as “to establish a culture and way of working internally and with our community that can be carried over to 139 Greys Ave”. The vision was to build momentum and understanding with the local community, early and meaningfully so that, when Mātāwai opened, trust and relationships already existed and the team had both knowledge and experience of what can work in and with this community.

The Pop Up opened in April 2022, building on learnings from the Ōwairaka Community Hub and adapting fit out and operational approaches over time in response to feedback and observations. Space to Co were utilised from May 2022 and were integral to the administration of the Pop Up. All users must take part in an in-person induction before they can use the space and the “only rules are that users are not under the influence or angry”.

With a regular presence in the space from April 2022, the Kāinga Ora team made an intentional effort to “get to know people and place” locally, leveraging existing relationships and inviting people in directly. Early on, they instigated a “manaaki idea” in exchange for use of the space. This became a “kawa of reciprocity” where users of the space understood that, in lieu of paying to hire the space, they needed to leave something useful in the space. This exchange was often food for the pantry which other users of the space could consume.

There were 8 bookings in May 2022, with a total of 544 bookings between 1 May and 31 December 2022. Throughout 2022, Kāinga Ora staff focused on:

- Intentionally connecting user groups and weaving together people, goals, opportunities.
- Learning about local needs.
- “Speaking things into existence” to manifest a space with groups and programmes responsive to the aspirations of those using it.
- Undertaking research, collecting stories and sharing the space with others in ways that “show, not tell, the value of Kāinga Ora being in place - having a base [in local communities] means making connections, learning, identifying and co-creating new opportunities:

This period (2022) saw signage go up, a range of regular groups use the space, and trust and relationship developed with a wide range of local people, groups and organisations.

A new community development manager was recruited in February 2023 then, just as flooding led to the third room being closed, staff received “hints that the place would be demolished” in the second half of the year. In response, staff blocked out calendar to both slow booking momentum and give themselves some “breathing space”. As at March 2023, when the workshop with users was held, there was “uncertainty of how long the Pop Up had left”. 298 bookings were recorded in the period 1 January – 31 May 2022. A more detailed timeline is provided in Appendix Two.

Groups using the Pop Up from April 2022 to March 2023 were often relatively newly established, with 71% having existed for five or less years and most of these groups operational for three years

or less. The six groups who contributed Impact Stories either did not exist prior to the Pop-Up (at least one group developed as a result of activities at the Pop-Up), were active in less suitable spaces, “moving from space to space” or “struggling to find space” for their activities. Several talked about how finding a suitable space had “proved to be a lot more difficult” than they had imagined. Some of the groups found the Pop Up on Space to Co, describing how they “couldn’t believe our luck!”, celebrating the space as “a real find!” Others were introduced to the Hub as Kāinga Ora staff reached out through existing relationships, or by word of mouth spread.

“Rare to find these types of spaces that value community for free in the city.”

“It’s accessible due to being a free space suitable for a variety of activities.”

Wanting more suitable spaces for their activities was a key motivation for moving to the Pop Up for existing groups. Having no hireage fees (90%) and a central location (70%) were also key deciding factors for both initial and regular bookings. Continuing to use the Pop-up was driven by more than these factors, however. Groups say the ease of booking, great communication from Kāinga Ora staff and “welcoming, high trust environment” (80%) alongside the “variety of other users”, “kawa of trust, respect and reciprocity” (70%), “comfortable facilities” (60%), and “kitchen set-up” (50%) all contributed to them making regular bookings. The initial attraction was complemented by the ongoing ways Pop Up users felt “welcomed and respected”, supported “to connect with my group and others”, “cared about” and allowed to “be myself” as well as being visible in the space itself (even when they weren’t there) through contributions of décor and food. As a result, people felt “safe” (50%), relaxed (30%), “happy” (30%), “right”, “supported and free”, “connection and understanding” and “part of a community”. Several also commented on the way “staff were super receptive to my crazy ideas!” and “get where I am coming from”.

“It’s a respectful community.”

“It’s a home away from home.”

“I’ve become part of the furniture, I’m here so often.”

“I feel safety. So safe I can have a good sleep on the couch.”

“...it is free, all sorts of guests/users.”

These experiences meant the Pop Up user groups felt “part of a community” (5), because their group had “a home” that “values community and a group like ours”. This sense of community was very important to the groups because, while they were very different from one another in makeup, approach and use of the Pop Up, they shared a goal of growing “community” within their group. For some, this goal of community was linked to “a safe space”, for others it was linked to a particular activity (such as singing or improv) or to a particular population group (such as women, rangatahi or autistic people). The Pop Up contributed to this community feeling by being “welcoming”, “hassle free” “a place of fun”, for “eating, laughing, relaxing” and both “an active space” and “quiet”, sometimes at the same time.

As a result of being part of the Pop Up, users found themselves growing new relationships and connections beyond their own groups, including learning about other people and ways of being they hadn’t come across before (50%). For some groups, these connections were deliberately facilitated by themselves, for others they were more opportunistic. Most groups acknowledge that the ways Kāinga Ora staff hosted the space was key to their increases in connections both within their group and beyond and including to the space itself. That connections, relationships and trust developed “to a far greater extent” than in other communities was noticed by staff too. They linked it to the “massive emphasis on community focus”, and that the space was located “deep in the community it serves”. One Pop Up user said that regular access to a “consistent space” was a “game changer” because it developed familiarity which, in turn, developed respect for the space and enabled the group to focus on their activity rather than on where and when they might next meet. Another felt that, over time, “community increasingly run the ‘works’” at the Pop Up.

Together, the facilities provided at the space, the booking system and the ways the Pop Up was run encouraged users “to experiment with things whānau want to try”, “feel strong” and to “be myself and be kind and talk nice instead of swearing to the staff” (30%). The “organisation, communication with organisers, and the kaupapa” of the space (“giving community kawa”) and “support from staff” worked together to create a space of “kindness and trust” where they felt “comfortable”. Several people appreciated that there was no “reception asking questions” to navigate: “no barriers” and “you don’t have to interact or to go through others to access an interesting space”. The high trust method of access as well as how people from “all walks of life” were included in the space was seen as special and different to other spaces and much respected by users. This respect largely hinged on the ways staff engaged with them and was a mutually fulfilling relationship.

“The help we get from the staff is the best.”

“The staff are fabulous!”

“KO workers and their comms (SUPERB!), heart behind this space, THIS SPACE, self-service.”

“It’s not KO’s usual practice.”

“The Pop Up is different and special because it is a big family.”

In terms of the physical aspects of the space, groups valued the size of the main room with its stage, the “array of seating arrangements” and that smaller rooms and an equipped kitchen with ingredients were available too. They also appreciated the cleanliness of all spaces.

“...a flexible space to play and try things.”

“... go shopping with staff, always have a full puku when I leave and I don’t have to cook tea.”

“Food, flowers, stuff for sewing, cooking and needs. Clothes help mothers/children...”

“...[being] informed about initiatives taking place in the venue (i.e. wall with images).”

Overall, the things that worked well were the ways people felt welcomed and supported, the new connections they grew and that it was “free!”, had a kitchen, second-hand furniture and a “laid back ‘used’ feeling”. Groups say that the value of the Pop Up to the local area was connection and how the space and its operation helped people grow a sense of community within their groups and with others who use the space, even if they didn’t see each other often. That the space was free to use and that users were trusted with the combination “encourages groups like ours to use the space” and “provides space for groups who may otherwise not exist to congregate”. The level of trust and sharing was “unprecedented”, “totally uplifting” and something none of the groups had experienced before. One person described the value to the local area as “love: love for us, love for a space that was empty, love for our streets and the people in them”.

“The great value for the neighbourhood is the aroha felt in this space, space to feel safe.”

“The value of the Pop Up to the local neighbourhood is to have a warm space for sharing, connecting and having a good time with people.”

“Can I say community for the 100th time?!”

“Priceless!”

The value of the Pop Up to the wider city was largely similar to the value it provided to the local area as well as being an example of “how to do things differently”: “Not everything has to make a [financial] profit, or even pay its way in money terms. Things the government/KO do can pay their way in social terms. The Pop Up shows that to be true.”

Thinking of ways to improve the Pop Up, groups focused on better heating and lighting so people could be warm and “sit in the sun” (80%), a larger and better equipped kitchen area (30%) as well as more storage (40%), car parking for users (30%), break out rooms (20%), and accessible toilets (20%). One person would love a quiet “library” space, and another felt that safety, especially at night, could be improved: “[it] can feel a bit unsafe when its dark in winter and letting ourselves in on our own” and being closer to public transport is also desirable.

“More spaces like this are needed.”

Successes and evidence:

- Staff and management: Staff and management were welcoming, always treated people with kindness and enthusiasm, regardless of who they are. Communications from Kāinga Ora staff and management were clear and fair; the ‘rules’ “few” and didn’t change; and the way staff enabled ideas and requests from users was “uplifting”. Together these things “mentored people into leadership” and grew a sense of shared ownership of the Pop Up.
- No cost to hire, efficient booking system, easy access and good levels of cleanliness: Access to space with no hireage costs to pay reduced one of the key barriers (financial) to gathering, allowing the groups to focus on their purpose, rather than fundraising. Further, that staff were “not always here” and did not “monitor or interrogate users” meant users “didn’t have to explain or justify” themselves and “didn’t have to sign anything” to be there. This open access approach also reduced the barriers (social) to using a shared space and created an almost “invisible interface” between users and staff. For some users, this meant the Pop Up was “genuinely shared” and “created by everyone who uses it for our own and other users. It’s not just the staff who make the space here, it’s all of us”.
- High trust, respect and cleanliness: The culture and open access helped create a high trust environment, both between Kāinga Ora and users and between different user groups. “Everyone knows the combination and it hasn’t changed” and this is “almost as unheard of as not having to pay hire fees!”. This was especially important to those who had “never been trusted with a combination or key before” and showed in how groups left the place clean for the next group: “the cleanliness shows how much other users respect the space and I think that is because we all feel respected here”. “There’s a sense of community here because it’s clean and respected – even if we never see the other people who use it”.

- Kawa of Manaaki: Underpinning the emerging culture of the Pop Up was a principle of reciprocity. Users say that being expected to offer something to the space, rather than the organisation hosting the space “acknowledged that this is a shared space”, “that I belong here”, and “have something of value to add”. It also meant that users felt comfortable using or consuming what others have offered. This kawa helps to grow “the sense of family” and “collaboration across groups” at the Pop Up.
- Group members wanted to come here: People enjoyed meeting here and it wasn’t “difficult to keep them coming”. Even on the eve of closure users expressed their desire to keep using the space: “We love this space so much that we are thinking of having another group here.” “People cheered when they were told they could keep coming til the end [when the Pop Up would be closed down]. It’s the best place many of us have ever had for our activities, relationships and connection.”

Strategies for future hubs

The things Pop Up users would like to see transition to the community spaces at Mātāwai include:

- Attitudes from staff: Continuing to be “welcoming and kind to all”, to help people to realise that “we are all someone”, and to “scaffold” the activities that happen there.
- To recreate “the same vibe”: “It has a lovely feeling. It attracts a diverse range of groups so hopefully that continues!”. “That it can continue in the same vein – Vincent Street was great for us!”
- A continuation of the kawa of manaaki: “Because even the smallest offering makes a difference to the person who offers it”.
- An improvement in the equipment available: A better kitchen, an electronic screen, heating and cooling.
- A quiet entrance for “those who are anxious and new to the space”.

All participants feel that Vincent Street operated in a way that grew dignity and mana and they encourage Kāinga Ora to “push the boundaries with Te Mātāwai”. Mātāwai can be part “community house, space for hire, and offer communal facilities”, especially if users have at least some space “to set their own rules”: “It would be a real shame to lose everything that has grown here at Vincent Street just because 139 is flash and new”.

Once upon a time there was a Pop-Up Hub

It aimed to...

- Build relationships and understanding that benefit Te Mātāwai
- Embed ourselves in the inner city leading up to Te Mātāwai's opening
- Engage with and learn from the community
- Engage with and learn from the community
- Test ideas for Te Mātāwai and our community development approach
- Activate an otherwise empty building as a temporary community asset

The groups came to the Hub for the first time, because...

- "more suitable" for their activities
- centrally located
- "welcoming"
- high trust environment
- free

*"couldn't believe our luck"
"a real find"*

Before they found the Hub their groups were ...

- active in less suitable spaces
- "moving from space to space"
- "struggling to find space"

... being part of the Hub helped the groups to ...

- build relationships
- experiment with things
- have a voice in the space
- meet people from all walks of life
- feel like their group has a home
- have a "consistent space"
- develop networks
- run "the works"

The Hub helped people to feel valued by ...

- accepting people as they are
- supporting their ideas
- "helping people realise that we are all someone"
- sharing responsibility
- sharing respect
- trusting in them

The things that the Hub provided us with ...

- range of rooms
- second hand furniture
- array of seating arrangements
- kitchen with equipment
 - easy booking system
 - comfortable facilities
 - programmes
 - easy access
 - kai

If we had the chance we would make the space even better by ...

- bigger/better kitchen
- closer to public transport
- safety for night
- break out rooms
- accessible toilets
- electronic screen
- a quiet entrance
- car parking
- be long term
- heating
- lighting
- storage
- quiet space
- "dirty" space

Challenges at the Hub were ...

- won't last much longer
- new space won't be as free - ie more controlled

The things that worked really well were ...

- mentoring people into leadership
- kindness and enthusiasm of staff
- superb communications
- no reception to navigate
- "scaffolding" groups
- trust and respect

The Hub was different and special because ...

- it's like a big family
- kind, trustful, respectful
- the way staff work
- not KO's usual practice
- level of trust is "totally uplifting"
- people created the space
- sense of belonging
- grew dignity
- community

The value of the Hub to the local neighbourhood is ...

- connection between groups to space and to local area
- love: love for us, love for space, that was empty, love for our streets and the people in them
- a warm space for sharing

Things that impressed the most at the Hub have been ...

- trust with combination
- staff attitudes, approaches
- respect for space (cleanliness)
- a genuinely shared space
- all kinds of people felt belonging to the space

... and to Auckland is ...

- creating a new norm of community spaces
- push the boundres

DISCUSSION

In terms of ‘successes’, there are many similarities between the two spaces, even though both spaces sprang from different motivations – Ōwairaka was set up to be a place of respite, while the Pop Up was intentionally established to test and implement a particular community development model.

Both spaces operated using a “free to hire” model and each was located within the local community they were primarily intended to serve. They also both aimed to be responsive to the aspirations of those who used the facilities and both hubs made booking and accessing the spaces easy, including when staff were not there. Using Space to Co was a key part of this easy access and bookings grew exponentially in both spaces in the first year.

Understandably, the early stages in both spaces were characterised by a phase of doing ‘to’² and ‘for’ the community in response to Kāinga Ora’s motivation and vision for each hub as well as being guided by information from some community engagement. In both spaces, the approach from Kāinga Ora staff and management shifted over time to be more towards working ‘with’ users and the wider local community and this increases as the user groups gained confidence in both themselves and the operational practices of each hub.

In both hubs, this progression towards increasing participation was enabled and supported by the attitudes and practices of staff. As well as being friendly, welcoming and kind, staff intentionally built community partnerships between local organisations and groups and the hub in the local community, as well as between individuals, groups and organisations who used the hubs. Different approaches were used in each space:

- Ōwairaka adopted a social procurement model and did “the legwork” to bring in social enterprises as well as “running with community ideas” to grow local capacity in community-owned projects. Ōwairaka hub users appreciated “the friendly human” interaction with Kāinga Ora staff and the way the culture of the place was created by staff.
- The Pop Up instigated a “kawa of manaaki”, supported programme development by users and actively worked to establish a wahine group. Pop Up users also appreciate the way staff facilitate the culture of the space but see it as more of a co-creation. They also really like coming into the hub and seeing no staff at all.

² See, for example: https://www.catalyse.co.nz/files/ugd/dad9d7_08fadfaee3ba4eaaa58c754d58aaefba.pdf

In their different ways, these high trust relationships and operational procedures, grew “uplifting” cultures of trust, respect and kindness in each space. Together, both the practices and the culture of each space generated and guided by Kāinga Ora staff enabled the groups using the spaces to better achieve their purposes, seeding connections between those groups and developing deep caring for the hubs themselves.

In each hub, an overarching impact was the development of community, closeness and belongingness. In Ōwairaka, this impact was linked to local reactions to pandemic lockdowns as well as the desire to be informed about the large-scale changes in the neighbourhood. The hub helped to reduce feelings of isolation and dislocation. At the Pop Up, this impact was linked to the diversity of people using the hub and how all felt welcomed and able to be themselves. The Pop Up gave groups a space to call home and helped those involved feel accepted for who they are.

Both hubs also helped relatively new groups develop, grow relationships with others and connections to both the hub space and the local area. Both bonding and bridging social capital have been developed at the hubs because of the ways they have been run, probably more than because of the facilities provided. Individuals also report personal satisfaction and development of skills and connections, as well as of self-confidence.

As well as positive impacts on those using each hub, users report a positive influence on the local area see potential for impact at the wider city level too. In particular, local areas benefit from having a neutral, shared space because people get to meet each other there and grow a sense of community that engenders more trust, inclusion and love. This has the potential to create new norms in the way we live at the neighbourhood level, in every neighbourhood. The city is seen to benefit in the same ways on a cumulative level as well as by demonstrating the value of social impacts more than seeking financial profits.

Users of both hubs feel strongly that developing community hubs should be a key part of Kāinga Ora’s way of working, especially in densifying areas where shared spaces are as valuable as open spaces. Users recommend creating “homely” hubs, with second hand furniture to show “it’s a living space” and create a “a laid-back vibe”. Access to kitchen equipment, free internet and effective heating and cooling, different sized rooms, some quiet areas, storage, noticeboards, electronic screens, car parking and public transport are all recommended as is setting a “higher bar” for sustainability and zero waste. They also recommend using Space to Co and making access as easy and simple as possible, including afterhours and at weekends.

Overall Successes, Evidence, strategies

SUCSESSES	EVIDENCE	STRATEGIES
<p>A sense of community, closeness and safety, was created and supported by the culture and energy of the hubs.</p> <p>People felt comfortable and that they belonged. They also felt less isolated and less disconnected. People met people they wouldn't have otherwise met, building and extending their networks. Some made new friends.</p> <p>Programmes and groups happened that wouldn't have otherwise happened. People had a good time trying new things, sharing skills and resources and feeling supported to participate. Some were mentored into leadership. New opportunities emerged.</p> <p>People learnt more about what was going on locally and felt supported through change/welcomed into a new neighbourhood.</p>	<p>Individuals and groups formed connections with staff, some becoming friends.</p> <p>Growth in numbers and range of groups/communities using the space. The hours spaces were booked increased.</p> <p>Groups wanted to come back and made regular/permanent bookings.</p> <p>New collaborations, programmes and groups developed. Ideas were made real.</p> <p>Activities were affordable to run and to participate in.</p> <p>Social enterprises flourished as they met local needs and aspirations.</p> <p>Users respected the spaces, cleaning and tidying up after themselves.</p> <p>People want more hubs like these.</p>	<p>Having the right staff: Warm welcomes from friendly and kind staff who have skills in helping people make their ideas real.</p> <p>No cost to hire, an easy-to-use booking system, simple access including after hours and good levels of cleanliness.</p> <p>Great communications, with few rules. Instigating a kawa of manaaki.</p> <p>A cosy, homely and laid back vibe with well organised spaces that are furnished with pre-loved items and art. Providing kitchen facilities, tea and coffee. Accessible location.</p> <p>Embracing ideas from users and intentionally building community connections, relationships and partnerships. Scaffolding ideas and growing local capacity/ownership in projects that matter to locals. Applying a social procurement model.</p>

APPENDIX 1: METHODOLOGY

Information was gathered in three workshops and from previously written reports and stories. The first workshop was with Kāinga Ora staff and management involved in both hubs. The second workshop was with Pop-Up Hub staff and users, and the final workshop was with former users of the Ōwairaka Hub. Before the two workshops with Hub users were undertaken, Kāinga Ora staff from each hub contributed to the design of approaches to use in each of those workshops and these approaches were agreed with staff and management prior to workshops being undertaken.

The staff and management workshop and written material provided by Kāinga Ora contextualised the development and operation of each Hub. This helped prepare workshop facilitators and informed the design of workshops with hub users as well as providing data for this report.

Each workshop with hub users followed the same format, using a simple card game opening, followed by a 'heart pulse' information gathering tool (Figure 1) and an Impact Story template (Figure 2). The only difference between the two Impact Story templates is that Ōwairaka did not include a 'wishes for the future' question.

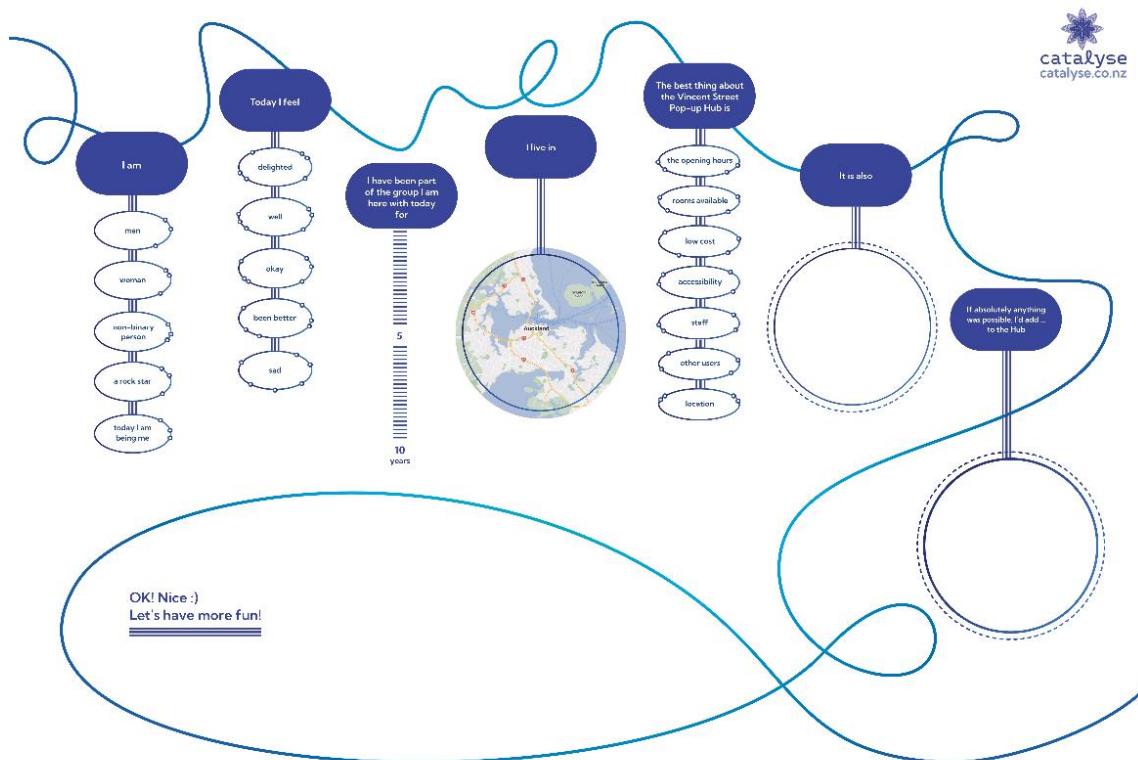


Figure 1. Heart Pulse icebreaker and information gathering tool.

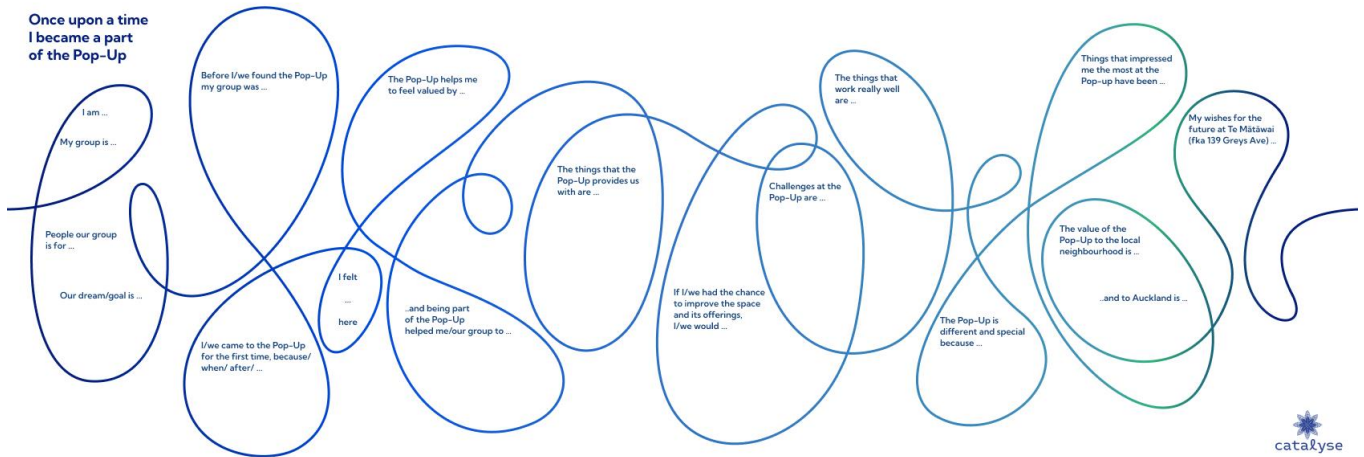


Figure 2. Impact Story information gathering tool.

Borrowing from Success-Evidence-Strategies methodology³, participants shared some of their story with a particular focus on identifying successes, evidence for those successes and what strategies they feel Kāinga Ora might develop for the delivery of future community hubs.

The workshop with current Pop-Up users was held in early June 2023, close to the time it was being closed down. Seven people contributed, with three of these living in the local area. Most (5/71%) were part of groups that had been going for 5 years or less. Three other people completed Impact Story templates in the month after the workshop. Ten completed Impact Story templates were received from six different Pop-up user groups and one from Kāinga Ora staff. Seven of these stories were done together in the workshop and three came in later. The six community groups all had a focus on growing community among those involved in their groups and most appreciated also developing connections between these people and other groups that used the Pop-Up.

The workshop with former Hub users was held in late June 2023, over nine months after it closed down. Twelve people contributed, with eight of these living in the local area. Most (9/75%) were part of groups that had been going for less than 5 years. Ten impact stories were written in the workshop. Overall, the stories were from a range of individuals, groups and enterprises including those catering to older people, children and families; those focused on sustainability and food; groups for improved mental health and wellbeing and one person running her private employment advocacy home-based business. Most had a focus on enabling more and deeper connections both among those involved in their groups and between these people and other groups that used the Hub.

³ See <https://inspiringcommunities.org.nz/wp-content/uploads/2022/07/SES-Explainer-1.pdf>

APPENDIX 2: TIMELINES OF EACH HUB

Ōwairaka

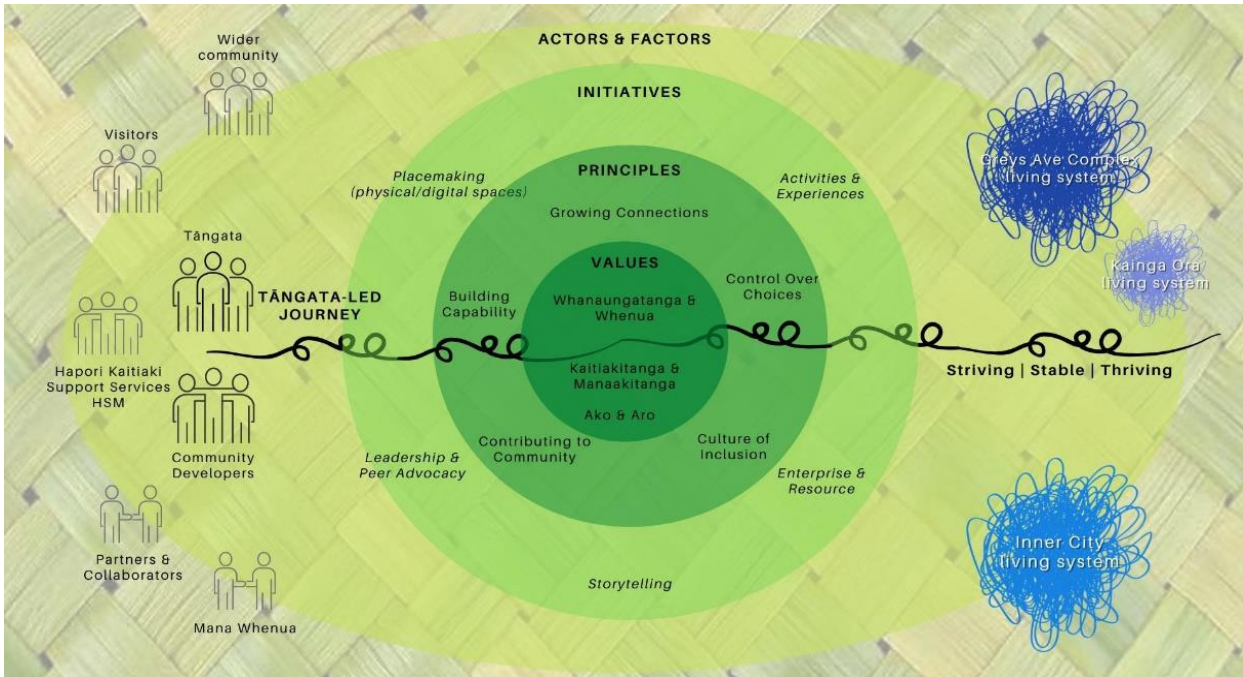
2020	2021	2022
<p>HLC Vision: drop in, free for locals as part of a mitigation process for the local kindy, school and neighbours.</p> <p>Design done with Isthmus Group including Mana Whenua involvement and a stakeholder hui prior to the consenting process. Community wanted a permanent hub.</p> <p>Jointly led by Development team and Community Team: budgets combined, health and safety set up. Marketing team funded a container (Info Cube) for staff to inform neighbours on market home/Kiwibuild sales and development timelines. Opening hours Th and Sat 10am - 4pm. Marketing for Info Cube did not include the community house.</p> <p>Blessing early 2020. Interviews for hub coordinator during Covid lockdown, Co-ordinator started full time Oct 2020. Dec opening event.</p> <p>Bookings were on a community first basis, staff hui second.</p> <p>Initial activations through placemaking: Outdoor table tennis table, Open Fort stormwater signage, Giant Viewmaster, kids art, nature play (Mara Hupara), Young George collab/catering, coffee truck 730-930am M-Th, community garden.</p>	<p>Joined local Facebook pages to promote Hub.</p> <p>FEB: Waitangi day poi making workshop.</p> <p>APR: After hours access, Space to Co engaged for bookings.</p> <p>First programmes: Preschool Music, Tuina Massage, Men's Group, After School Mondays (Recreators). 14 bookings.</p> <p>MAY: civil works, 2 hour sessions for communities.</p> <p>Pataka Kai, social enterprise and social procurement. Supported Young George through covid – marketing, contracts, resource.</p> <p>Ran with community ideas: help build capacity in projects that are community owned.</p> <p>Change management: reshaping. Minister visits x2. Close twice for Covid.</p> <p>169 bookings over whole year</p>	<p>Building community partnerships, with funding streams.</p> <p>MAR: EOI for social enterprise.</p> <p>APR: Imperfectly Perfect social enterprise signs 5 month contract.</p> <p>MAY: began to look for new neighbourhood spaces for groups.</p> <p>JUL-AUG: relocation for user groups.</p> <p>Developing exit strategy – relocations, Te Whangai Trust and Mana Whenua for environmental projects for exit strategy.</p> <p>6 regular groups transitioned to other local spaces.</p> <p>Marist Saints Rugby looking to build on success of Community Hub and redevelop their clubrooms to be a combined community space for locals.</p> <p>30 SEP: Poroporaki.</p> <p>485 bookings from Jan-30 Sep 2022.</p>

Pop Up

MAR-APR 22	APR 22 OPEN	MAY 22	JUN -DEC 22
<p>Prep, plan, design. Learn from Owairaka.</p> <p>Limited visibility in community.</p> <p>Set up security, wifi, services</p> <p>Fit out and furnishing of bookable rooms and common areas</p> <p>2 bookable rooms made available</p> <p>High trust, no cost space. Manaaki idea in exchange for space.</p> <p>Relationship building: start with existing connections.</p> <p>Buy table tennis, ABC set up.</p> <p>Listed on Space to Co for bookings from April.</p>	<p>Inductions in person. Space to Co critical to reach new users (new connections). Bookings flow. No advertising.</p> <p>Signage up Developed by AMTK.</p> <p>Regular presence – getting to know people & place. Activating begins.</p> <p>Opened 3rd room after community feedback.</p> <p>Leveraged relationships with Lifewise/others for potential users</p>	<p>Regular users: Lifewise/ Merge, theatre groups, Suzanne.</p> <p>Intentional connecting of user groups & weaving together people, goals, opportunities. Learnt needs.</p> <p>Set up story and feedback log.</p> <p>Bought upstairs.</p> <p>Approval (ethics) for engagement research</p>	<p>JUN: Speaking things into existence. Research/ feedback interviews begin.</p> <p>Engagement KATZ: Idea for wahine group</p> <p>JUL-AUG: Print workshops, Recreators, waste workshop, KATZ/Wahine 4 week trial of Tuesday, workshops with specific groups eg Rainbow. Test timebank concept.</p> <p>KO staff visits. Show not tell value of being in place- having a base means making connections, learn/identify & co-create new opportunities.</p> <p>Regular users: Lifewise, choirs, theatre and dance groups, breathwork, autism peer support, Merge Community, Al Hikmah Trust, Organise Aotearoa, Porohita o Mana Wahine [in place of 'Wahine Circle']</p> <p>SEPT: Insights report/update – feedback informs work model.</p> <p>Mel leaves Lifewise and bookings reduce.</p> <p>DEC: Wahine group holds community-led Christmas at Pop-Up.</p>

APPENDIX 3: POP UP COMMUNITY DEVELOPMENT

MODEL



(from Vincent St Pop Up Plan, March 2022).

