



Social Investment



The Social Investment Agency (SIA) is currently travelling Aotearoa to talk to people who use social services, and NGOs and government agencies that provide social services, about two topics.

1. The Government's **investing for social wellbeing approach**.

The Government wants to help improve people's wellbeing so that New Zealanders can live the lives they aspire to. The Government has developed a new approach to investing in New Zealanders wellbeing that takes into account that people lead diverse lives with different needs, and enables choices that build individual, family and community wellbeing.

The SIA wants to hear what people think about the approach, and how it could be put into practice.

2. A policy to guide the **protection and use of personal information** in the social sector.

Information collection, sharing and use, play an important role in helping the most effective services be provided to the people who need them. New Zealanders' need confidence that those using and sharing their information are doing so safely and everyone understands what's appropriate, what's not and whether their personal information needs to be collected at all.

The SIA wants to hear the circumstances and concerns that different groups have in relation to the collection and use of personal information, and what could be done to improve what currently happens.

The SIA are engaging with service users, NGOs and government agencies to get feedback and input through a series of hui around the country. There will also be two online surveys, one for each topic that anyone can fill in to have their say.

This input will then inform the Government's investing for social wellbeing approach and the development of the Data Protection and Use Policy.

Engagement began on 31 May when Minister Sepuloni and Minister Henare opened the first hui in South Auckland. The SIA will be heading to Waikato in June to talk to NGOs about the two topics.

The SIA will be seeking input and feedback through hui and online until the end of August 2018.

Please check out the SIA's website to find out more about the work they are doing, and provide your input through the surveys.

sia.govt.nz/our-work/yoursay/

CE Update



The Government is in the process of undertaking a review of the Charities Act 2005. The review will consider whether the current Act is 'effective and fit for purpose.' One of the key areas being considered is the extent to which registered charities can advocate for

their causes and points of view. This could have significant implications for the community sector and I would encourage anyone with an interest to monitor the progress of the review (www.dia.govt.nz/charitiesreview) and make a submission. If you have any questions about doing this, please contact me.

I was recently in Wellington for a day at the Community Networks Aotearoa (CNA) meeting. CNA is an umbrella organisation for community networks across New Zealand. The board is made up of representatives from around the country and we spend a good amount of our time talking about some of the high-level issues that are impacting the community and social service sector. It is the role of CNA to provide support to their membership organisations, to advocate on behalf of the sector – including raising regional issues with Wellington based politicians and to influence policy that has an impact on our sector.

CNA is working with ComVoices (a network of national community and volunteer sector organisations) to have a more unified and influential voice for the sector at a government level. CNA is working with ComVoices on projects such as pay equity and the social investment model. Community Networks Aotearoa is a great vehicle to elevate local issues to a national level and have our voice represented in Wellington. I would encourage you to contact me to discuss issues that you feel have an impact on your area of work so I can take these to Wellington on your behalf.

Finally, I recently met with Social Networks Agency who are engaging in community consultation around the social investment model. We have asked that they contribute some information to this edition of the Kumara Vine to let you know what they are wanting and I would encourage you all to contribute should you get the opportunity.

Holly Snape, Community Waikato CE

Celebrating Matariki in the Waikato

Kia pai tou tatou Matariki

Happy Matariki (Māori New Year) everyone!

The celebrations for Matariki have begun around the Waikato offering another year of dynamic events over June and July. Matariki is known as the Māori New Year and a time when the Matariki constellation is seen in the night sky. This signified a time of remembrance and looking forward to the future.

There are a number of Matariki events taking place in the Waikato. With a diverse events calendar, there is plenty to choose from to get amongst the celebrations.

The Matariki calendar and information is available online at www.MatarikiWaikato.nz

Taringa Podcast

Wanting to increase your knowledge on te ao Māori, the Māori world? Whakarongo ki a Taringa, listen to Taringa, a bilingual podcast brought to you by Te Wānanga o Aotearoa. With a mixture of English and Māori, it's the perfect way to learn te reo and tikanga Māori, in a fun and relaxed environment where and when you want. New episode every week, discussing either kupu (words), iwi, stories or tikanga 101. Listen out for the special Matariki episode.



Find out more here: www.twoa.ac.nz/taringa

He Kura E Huna Ana

2 and 3 July, Gallagher Academy

Written by Hōhepa Waitoa and directed by Nancy Brunning, this show is written and performed entirely in te reo Māori.



Drawn from traditional Ngāti Waewae kōrero, He Kura E Huna Ana tells of the origins of pounamu in Arahura Valley. When Tauranga Moana ancestor Waitaiki is abducted by a jealous taniwha, her lover Tamaahua pursues them to the depths of the Arahura River. Returning to her papa kāinga on the anniversary of her family's death, young Hine seeks consolation in the myths of Arahura. Raised solely by her Taua, Hine battles the grief that left her tipuna transformed into pounamu.

www.takirua.co.nz/he-kura-e-huna-ana

Investing In A Better Social Investment



At least since the London School of Economics was founded in 1895, and especially since it established a Department of Social Administration in 1912 (with the dual purpose of carrying out investigations of social conditions and training of social workers), there has been a long history in social

policy of unashamedly values-driven concerns to find empirical and evidence-based solutions to poverty, inequality and great social problems of the day.

So although 'social investment' is not a new idea, the previous government got into trouble with the social services sector with its 'big data' approach, and in particular, for its policy of 'personal data for funding'. The new Minister for Social Development, Carmel Sepuloni, recently announced national consultations on their government's new approach, which looks like being re-branded as "Investing for Social Wellbeing", as well how to best protect and use personal information. This is the consultation, whose absence we complained about and we asked for under the previous government - so we need to be well represented at these hui and present strong and well-thought out positions. Some dates and places for the consultations have been set - unfortunately not yet for Waikato, so keep an eye on <https://sia.govt.nz/our-work/oursay>

To get your mind ticking over in the mean-time you can also answer two on-line surveys (on the overall 'investing for social well being' approach, and the collection of personal data) - by following the same link above.

The four principles proposed for the new approach, are pretty difficult to argue with: put people at the centre; make better use of a wide range of information; work in partnership and build trust; and provide clear goals and robust measures. So in our consultation meetings and filling out the surveys, it will be important not to lose sight of what was lacking or at great risk in the previous government's approach.

Social investment is great when it means investing more resources up-stream, preventing social ills from developing or nipping them in the bud early on; its not useful if it just means increasingly narrower targeting of help or resources for a smaller group of stigmatised 'most vulnerable' (like Predictive Risk Modeling, or the movie "Minority Report").

Social investment is great when it helps us identify how to improve well-being for more people and society as a whole; its not useful when it is just a means to identify where to save funding and make cut backs. Social investment is great when it addresses social (systemic) causes of undesirable outcomes; its not

helpful if its just a more sophisticated way of 'blaming the victim' and individualising societal problems. Social investment is great when it monitors impact at a community-wide or even national level to make informed judgements about policy approaches; its not so useful when it tries to measure impact on an isolated, individual agency-basis. (The Social Investment Agency's work on the impact of public housing is a great example of it being used well.)

Social investment is great when it hears and responds to the voices of those directly experiencing social problems, and those grass roots workers, whanau and friends closest to them (bottom-up); its not useful if it gives most weight to distant 'experts' and empirical averages (top-down).

This also means social policy will need to become more comfortable dealing with ambiguity, diversity and even apparently contradictory tensions. The elusive search for certainty and the simple answer in social policy is likely to lead us to be 'precisely wrong' rather than 'roughly right' in our responses. (Meth testing homes comes to mind.)

Far too often in Western dominated cultures, we privilege numbers over words. Numbers are great at summarising, standardising and reducing large amounts of information into more manageable (but potentially over-simplified) chunks, while words are best when we need to understand the complexity, inter-connectedness, diversity and fine-grained nuances associated with real lives and communities. The 'small data' of personal stories and interactions are at least as important as the 'big data' of mass collections.

As mathematician, Cathy O'Neill (2016) points out in *"Weapons of Math Destruction: How Big Data Increases Inequality and Threatens Democracy"*, big data's tools are not neutral; they can be just another form of 'racial profiling', reinforcing pre-existing inequalities and discrimination and a 'toxic cocktail for democracy', because, although the algorithms are often opaque and difficult to contest, their mathematical simplicity means they are highly scalable, thereby amplifying any inherent biases across increasingly larger populations. In the same year that O'Neills book was published in the US, the Ministry for Social Development crunched a whole lot of big data and identified 3 factors in children associated with significantly greater risk of abuse or neglect. The trouble was that although the mathematical correlations looked beautiful, there were still too many false positives and just as many false negatives. Which is why the last three real children who died of abuse at the time were reported as not demonstrating any of the big three risk factors.

Garth Nowland-Foreman is a director of LEAD Centre for Not for Profit Leadership www.lead.org.nz

Building a Strong Board

Karen Stockmann - Community Advisor



Recruiting new board members can feel like a daunting task. You may be reluctant to ask people to voluntarily give their time and energy to your organisation or struggle to explain what is in it for them. You may feel some anxiety about bringing new personalities into the board and how those changes will affect the dynamic and culture of the group.

The long term sustainable success of your organisation is as reliant on strong effective governance as it is on the quality of the services and supports you provide to the community you serve.

One of the key aspects of building and maintaining a strong governance board is to approach board succession as an on-going proactive activity. Make recruitment of new trustees a regular discussion topic throughout the year rather than something that is addressed when you are desperate, perhaps already operating with less than the ideal number of board members.

Before you begin advertising or approaching potential board members, there is some work to be done. Here are three questions to help you get started.

1) Where are we starting from?

Do you know each of your current board members term of office and when they are due for renewal/

retirement? Are you clear about current board members intentions? Are they staying or going? Are they able/willing to commit for the coming year?

Knowing when people are due to end their time with the board will help you to proactively plan departures and arrivals in a way that ensures critical skills and knowledge remain available to the board. You can stagger retirement so that institutional knowledge is not lost with the departure of long term members.

As well as knowing when peoples' terms are up, having an understanding of each person's intentions around staying or going can help reduce the chances of being caught off guard by the sudden resignation of a board member. A conversation around people's intentions at the beginning of the year will assist you to plan. Including regular proactive discussions around succession will make it easier for people to make their intentions known to the rest of the board.

2) What do we need?

Where is your organisation heading? What is your vision for the future and what are your strategic priorities? What skills, knowledge, experience and personal attributes do you need on the board to help you get there? Do we have a clear role description for all your board members and the specific roles you need filled on the board?

The characteristics of the people you need on your board will depend on where your organisation is at and the direction it wants to go in. No two organisations are the same and what is needed for the effective governance of one may not be relevant for another.

Once you are clear about the organisations direction you will need to work out the specific skills, knowledge, experience and personal attributes you need on your board and how many of your board members need to have that particular quality (your ideal capacity). For example: you may decide that you need at least half of your board to have governance experience; everyone to have a basic understanding of financial accounts and at least one or two to have more advanced financial skills. You may also decide that everyone needs to be aligned with the values of the organisation or that you want at least one person who has hands on experience in the community sector or strong business networks. It is important to try and identify the ‘soft’ skills as well as ‘technical’ skills that will help your board be effective into the future.

Using a matrix can be an easy way to put this information together. Once you have developed your matrix and identified all the qualities you need, you can get your existing board members to assess themselves and identify what their learning needs are; and where a new trustee might best complement the qualities that are already on the board. This information will help you to be more specific about the required characteristics of the potential new board member. Role descriptions will also help you be clear about what you need from your board members and should reflect the ideals expressed in your matrix.

If you are not ready or able to answer the question ‘why me?’ from a potential board member then you are not ready to recruit.

1) What is our plan?

Where will you find potential board members? How will you communicate with them? What process will you use to seek interest? How will you work out who the right person is? And once you have decided, what approach will you use to bring them on-board?

As mentioned earlier, there is merit in focusing on board succession in an on-going way. You never know when someone associated with your organisation is going to meet a person who possesses qualities that your organisation is looking for. You may not have a vacancy on your board or be actively looking to recruit at the time, but there is nothing to stop you from developing relationships with people who may have something to offer in the future. You might even

think about it as ‘courting’ potential contributors to your organisation. These networks may also open new doors and other opportunities to connect. In the words of that old Pantene ad from the 90’s ‘....and she told a friend and they told another and so on and so on and so on...’

Advertising for board members will also assist you to cast your net wide and may bring people to your organisation that you would not otherwise have crossed paths with.

However you reach your pool of potential board members (and we encourage you to try multiple ways of connecting) make sure you are prepared. Be ready and able to answer the question ‘why me?’ and to provide people with the information they will need to feel inspired to engage with your organisation. And finally, once you have recruited someone new to the board, make sure that you provide them with all the information and support they need to find their place, feel welcome and valued.

Example Board Matrix

Trustees						Ideal capacity	Skills/ //Knowledge/ Experience/ Attributes
Bilbo Baggins	Gandalf	etc					
✓	✓					7/7	Values aligned with the organisation
✓						7/7	Buy in/alignment with the vision of the organisation
	✓					4/7	Community/social service/not-for-profit experience
✓						1/7	Current involvement in delivery (rather than governance) of community/social service/not-for-profit
✓						2/7	Knowledge of Te Ao Maori/Tikanga Maori
✓	✓					7/7	Awareness/appreciation/respect of Te Ao Maori/Tikanga Maori
✓	✓					7/7	Awareness of political environment/political nous/judgement
✓	✓					7/7	Understanding of governance responsibilities
✓	✓					7/7	Financial literacy – basic ability to read financial accounts
						2/7	Advanced financial skills
						1/7	Legal expertise
	✓					2/7	Communications/media skills
						1/7	Entrepreneurial/social enterprise skills
✓	✓					7/7	Technology Awareness
✓	✓					7/7	Conceptual strategic thinking and risk management
✓	✓					7/7	Critical/tactical thinking
✓	✓					7/7	Future focused
✓	✓					7/7	Empathy
✓	✓					7/7	Willingness to support collective decisions
✓	✓					7/7	Willingness to contribute expertise to the organisation
✓						7/7	Time/availability/commitment
						N/A	Key strategic connections
						N/A	Geographic/sector spread = connections across communities
						N/A	Age/gender/ethnicity spread = diversity

How to work with diverse people



People are different. Their differences go far beyond the visible attributes like age, gender or ethnicity. People have different needs, fears, habits, experiences, values, and different ways of thinking. No one is the same. The diversity in our communities

and in our teams at work continues to grow. How can organisations best cater to the needs of our diverse community? How can we personally be more effective and impactful when engaging with diverse customers? How can we use the diversity in our own teams at work to provide the best possible service in the most effective and efficient way?

The differences between people are impacting their interactions and (work) relationships no matter if those relationships are with colleagues, customers, suppliers or boards.

People can perceive and experience one and the same situation very differently. A healthy debate for one person can be experienced by another person as an emotionally draining conflict. People think, feel and react in different ways. While this diversity in people can be a valuable asset in the workplace and our community, diversity can at the same time be a source of conflict. We need to acquire new skills to maximise the opportunities that diversity brings and to minimise potential conflicts and misunderstandings.



Opportunities arise when people with diverse thoughts and skills understand how to acknowledge and use their individual differences for the greater good of the team or organisation. On the flipside, conflicts emerge when people cannot see the value of each other and when they struggle to make people feel acknowledged and listened to.

We can learn to overcome the common traps of working with people who are different.

Trap 1: We assume that people are similar to ourselves and neglect our differences.

Trap 2: We are holding stereotypes and assumptions based on the differences we recognise.

Trap 3: We are biased towards a person based on very little, often irrelevant information.

Trap 4: Unconscious bias is impacting our actions, often against our conscious beliefs and intent.

Differences among people are a fact of life and we cannot resolve them by trying to make everyone the same. If we deliver our service always in the same way no matter who we provide it to, the chances are high that this works well for some clients and not so well for others. So how can we stop falling into those traps and understand, acknowledge and appreciate the differences between people instead?

The Institute for Diversity has developed a proven model for successfully interacting with diverse people. The model is about understanding individual differences including those that have been shaped by their culture. The model also includes practical tips on how to approach and interact with people who are different. We will never know all the specifics about every culture but we can learn how to learn about people from different cultures and gain a greater awareness and understanding over time with each of our interactions.

In today's world the skill of successfully working and interacting with people who are different is essential. The journey starts with developing ourselves to learn how we uncover and minimise our own biases, how we communicate effectively with people from diverse backgrounds, how we resolve negative emotions and conflict between people and how do we gain a better understanding of individual work preferences to augment the performance of our team.

Diverse Teams, Diverse Communities, Making it Work

8 August, Community Waikato

Community Waikato has partnered with the Institute for Diversity (www.diversityinstitute.com), a thought leader on building productive teams and inclusive organisations to deliver this workshop.

Register by 8 July and you receive an additional benefit of 1 hour individual and confidential coaching session from Stefan Doll, co-founder and principal consultant of the Institute for Diversity, published author, trainer, consultant and leadership coach who has successfully helped many clients to build productive teams and inclusive organisations.

Don't miss the opportunity to register for our workshop at www.communitywaikato.org.nz/training

Stefan Doll

Why not-for-profits have an advantage when it comes to building brands

Kim Cable, Marketing Manager Community Waikato and Director Markethub



Firstly, what is a brand?

A brand is not your logo, your advertisements, your product or service, or any individual element of your organisation. A brand is that feeling people get when they come into contact with any part of your organisation.

So when they come into contact with any aspect of your organisation – whether that's seeing your logo, experiencing your customer service, the look of your brochures – any touchpoint to your organisation, the feelings that they have about your organisation is what determines your brand. Your logo is simply a visual representation that symbolises your brand. It acts as a reminder to people of your brand.

Everything has a brand – individual people, towns, cities, regions, countries. A brand is determined by a number of impressions over time, so are based on who you are most of the time. When you act in a consistent manner, people start to develop similar impressions of you. When we think about a certain brand such as the Red Cross many of us think along similar lines – humanitarian, life-saving, trustworthy, established, health workers. These thoughts are what determines the organisations brand.

So why do not-for-profit organisations have an advantage when it comes to building a brand?

Branding is all about making an emotional connection with people. A strong brand is one that allows us to connect with people's hearts and minds. Charities, the social services sector, other not-for-profit organisations are in the business of saving lives, changing lives, transforming lives, improving society in some way. These organisations therefore have the ingredients needed to make emotional connections with people and build strong brands.

We just need to learn how to share our stories. Storytelling is a powerful technique to build your brand. Stories are 'sticky', which means, they stick in the minds of people – people remember a good story. Stories also give you a way to stand out from the rest. Stories are one of the best ways to distinguish yourself from other brands. A brand story is more than a narrative. The story goes beyond the copy on your website, the text in a brochure, or the presentation used to pitch to funders. Your story isn't just what you tell people. It's what they believe about you based on the signals your brand sends.

Great stories make people feel something, and those emotions create powerful connections between the audience, the characters within the stories and the storyteller.

Stories are the perfect catalyst to building brand loyalty and brand value. When you can develop an emotional connection between consumers and your brand, your brand's power will grow exponentially.

Brand storytelling requires creativity and an understanding of fiction writing fundamentals. It's different from standard copywriting, because brand stories shouldn't be self-promotional. Instead, you're indirectly selling your brand when you're telling brand stories.

Building Your Brand Workshop

15 August, 9:30am to 12:30pm, Community Waikato, \$65 for community organisations, \$130 for non-community

A brand is important to any organisation, and not just those with the big marketing bucks. Because it can be seen as taking time and money away from helping people, non-profits often devote little or no time to developing their own brands – but in fact you should do the opposite. A strong brand can transform your organisation because it will enable you to build trust, gain resources, and establish partnerships. It's time to embrace your brand and give your organisation a competitive advantage.

Through this workshop you will learn:

- What is a Brand?
- Why is a Brand important?
- How to build and manage your brand

Book at www.communitywaikato.org.nz/training

Professional Learning Workshops with Community Waikato June-August



Collaborate: Have to? Want to? Need to?

2 July, 9:30am to 4:30pm, Community Waikato, \$110 community

Facilitated by Sandy Thompson. Join us in a workshop for managers and leaders of not for profit and community organisations, on how to collaborate without losing your soul. From providing you with a fresh perspective on collaboration, to addressing your own unique situation, this workshop will equip you with knowledge, skills, and resources necessary to build effective collaborations with other organisations.



Kickstart your Marketing

11 July, 9:30am to 12:30pm, Community Waikato, \$65 community

Facilitated by Kim Cable from Markethub. A marketing plan is a road-map that outlines how your marketing initiatives are going to reach your target audience and improve the success of your organisation. This workshop takes you through some of the basics of marketing and how to go about developing a marketing campaign with measurable actions. We will also discuss some practical ways to use some of the more common marketing channels more effectively.



Diverse Teams, Diverse Communities: Making it Work

8 August, 9:30am to 4:30pm, Community Waikato, \$110 community

Our relationships with colleagues and clients are shaped by our daily interactions. These relationships determine to a great extent how we feel about our jobs and ourselves. Good relationships are the foundation for happiness and success on a personal and organisational level. This workshop will enhance your capabilities to connect with people from diverse backgrounds



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Funding Workshops

Come to FREE workshops by local community funders. Topics include: funding tips, planning and preparation, what makes a successful application, budgeting, accountability, and alternative income sources.



Health and Safety Tool Box

Community Waikato is hosting a brand new series of FREE H&S workshops throughout the Waikato region. Spaces are limited. As a community organisation or marae, you're invited to come and find out about: H&S responsibilities and how to manage the risks and harm you're facing; The practical steps, training and instruction needed; The impact of key changes resulting from the new 2015 Act; How to create a comprehensive Health & Safety Plan with H&S policies & procedures tailored and appropriate to your specific needs

Find out more and Register at www.communitywaikato.org.nz/training



**COMMUNITY
WAIKATO**

"Thriving Communities"
Hapori Mauriora

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Charities Commission # CC24579