

Kumara Vine



**Community
Waikato**
He piko he kaainga

September 2020

COVID Impact Response



Community Waikato recently surveyed Waikato community and social service organisations to develop a picture of the Waikato response to the global Covid-19 pandemic. The rapid onset of the pandemic and the swift reaction of the Government meant community organisations had to respond to a quickly changing and unprecedented environment. The survey responses showed that overall, the staff and trustees who quickly adapted to the changes, had (or had access to) the resources to do so. We learned that under Levels 3 and 4 some organisations were able to continue with their 'business as usual', slightly more were busier than usual; and about half of the respondents were unable to continue service delivery due to the nature of their services.

The Waikato Funders collective made a significant difference to organisations' ability to operate by very quickly developing a combined fund of around 3 million dollars. This support was fundamental to the success of the community response in the Waikato Region.

The survey indicated that many of the changes made as a result of lockdown, have influenced the way these organisations are operating going forward. This includes people continuing to work from home, organisations continuing to deliver (all or some) services online through video conferencing platforms and the continuation of new services picked up as a result of the emergency response.

While this has been a challenging time, it has also been a time of rapid change and development. New partnerships and collaborations have been formed, service delivery

Update from Holly

This year has been a very unusual one and it seems to be flying by. We know many community organisations have been extraordinarily busy, under significant pressure responding to this new and rapidly changing climate we find ourselves in and are working hard to keep up. We know a lot of our communities are feeling vulnerable and uncertain. We have dedicated much of this Kumara Vine edition to reflecting on where we are at as a sector and considering what we can do to help grow the resilience of our teams and our communities.

One aspect of community resilience is creating opportunities to connect. The Tindall Rural Event Fund will open again in October and we encourage our rural communities to consider how this fund might help support the wellbeing of their communities. This might look somewhat different now as communities need to be conscious of the need to keep people healthy and safe. However, we are an innovative sector and I have no doubt we will devise creative solutions to keep our communities connected while practicing all the recommended safety guidelines.

Finally, if you and your organisation are considering what your organisation or social service will need in the months ahead, our team is here to help to support your thinking and planning and to connect you to others with aligned objectives for greater community benefit.

models evolved, and new ways of working have been embraced. The sector has showed examples of great leadership, flexibility, kindness and endurance, at times, at significant personal cost. Through what has clearly been a very difficult time, many of these changes have brought with them significant benefit to communities across our region.

While the last few months have resulted in some positive and innovative changes for the operation of the sector, they have taken a toll on many staff. The survey results demonstrated that many staff took on additional hours and new duties. The pandemic also impacted people's emotional resilience. We rely on these people to do the great work of the sector and now is the time to invest in their wellbeing. We have spoken to a range of organisations to share ideas about what we are doing to invest in the emotional wellbeing of our staff. Some are continuing to let staff work from home (when appropriate) and some have encouraged staff to access EAP services. The Salvation Army has offered staff an additional week of leave to take before December to acknowledge the additional work staff were doing during the lockdown. At Community Waikato, we continue to meet daily, to check in with staff and keep connected as a team. We also recognise our team members have different needs, so remain flexible and responsive to meet these needs as best we can.

Clearly the impact of Covid-19 has bought a range of challenges. It has also shown how strong and resilient our social service community is, here in the Waikato and that if we work together we can thrive in even the most difficult situations.

Waikato Welfare Guardianship needs you

Have you ever thought of becoming an advocate to support someone who has compromised capacity? Have you thought of what support might be out there for people who need assistance in this way, and considered this as something you could do for someone? The role is becoming someone's Welfare Guardian.

'Everybody needs somebody, some people have nobody' is the slogan of the Waikato Welfare Guardianship Trust, launched in November 2019. The goal of the Waikato Welfare Guardianship Trust is to recruit and train potential Welfare Guardians, and then once you are on board to match you to someone who needs your support.

The small but active team of volunteers on the committee, are eager to get interested people on board for this very important role and they want people from all over the Waikato. While it is not essential to live in the same town as the person you support, the committee do hope the relationship is also one of support and visiting wherever possible.

Most of the people needing this role already live in either a dementia care home, or a community facility. Some do however live in the community, and some live quite precarious lives.

It is not expected that you will have people you support to live with you. Your role is one of assisting professionals and care staff to make the best decisions available at the time, for each person. You will be invited to attend essential person-centred planning whether the need is medical or relating to supporting their activities for daily living. There are a few things you cannot do but you will be provided with all the training you need to understand your role.

Our Trustees have many years of experience working with people who have special needs either in their roles as support workers, lawyers and social work with people with compromised capacity.

The Chairperson of the Waikato Welfare Guardianship Trust, Cate Anderson has always worked with people who need strong advocacy. Cate is keen to get people who need support, matched with a Welfare Guardian.

"We have a role as a Committee to raise the profile and encourage all people to ensure they think ahead to ensure they set up Enduring Powers of Attorney" says Cate.

But there are many reasons this does not happen and the main reason would be due to the legal costs involved. People don't have the money it costs and that's a minimum of around \$400. And others may have no one they can think of to appoint.

"While we also acknowledge that many people who lose capacity struggle with financial and property decisions, our volunteers will not be asked to do this role. But you may work in tandem with property managers like the Public Trust if they are appointed. Sometimes there are gaps and frustrations. Waikato Welfare Guardianship Trust do help you through these if you encounter problems in



Rhianwen Geenty

any part of your role" says Cate.

Cate also reports that while they try and accept referrals for all people who need a Welfare Guardian, it is a reality that not everyone is suitable to be supported at a voluntary level.

Rhianwen Geenty is volunteer who has been newly matched as a Welfare Guardian with a gentleman who has been in dementia care for 3 years. He had no visitors in this time. He sees other people having visitors and said he would like a visitor too.

Rhianwen said she became a Welfare Guardian as she is passionate about seeing people cared for. Already a professional social worker for the DHB she has a history of caring for people with enduring mental health needs and also has worked with people on the autism spectrum disorder. Rhianwen said she has always made time to give a little extra, and has for a number of years also been a committee member of Kiwanis Westside Hamilton, raising money for vulnerable children and their families.

Becoming a welfare guardian, she feels she is giving back in a personal help way, across all age ranges.

"I was attracted to the role of becoming a welfare guardian as I believe in advocacy and caring for those with no one to assist them" says Rhianwen.

To become a volunteer, you need to be over the age of 18, to have never been bankrupted and also to have a clear police check.

If you would like to know more about the Waikato Welfare Guardianship Trust, are interested in showing support, either as Welfare Guardian or in other ways, visit <https://welfareguardians.nz/?waikato>. You can also email wgtwaikato@gmail.com, or phone Cate to ask for more information, on 0212446169

Being someone's special person will enrich both your lives. That is a guarantee.

A fresh new look – Community Waikato brand refresh

The team at Community Waikato are excited to share with you our fresh new brand design.

Last year the Community Waikato team worked alongside creative agency Curative, who took us on a 12-week journey, discussing all aspects of who we are, what we do, and most importantly, why it is important. We wanted to refine our story and really get to the heart of our brand story, sharing our values through storytelling, so that people could feel more connected to us.

This was the start of a process that would eventually lead to our team developing a fresh new brand look, that really **represents who we are today**.

Our starting point was to look to the waterways that are an integral part of the Waikato, including the mighty Waikato River. The Waikato is an expansive region connected by stunning waterways, rivers, streams, and beaches. Water can be a powerful metaphor for the work of Community Waikato and the journey those organisations we support undertake.



The flow of these journeys are shaped by the riverbanks either side. These banks act as a guide, shaping the river's form and the path it takes. In much the same way, Community Waikato helps to shape, guide and support the journey of the organisations it connects with.

This shaping occurs through the collaborative work of both banks either side of the river. Without one, the water would spill and flood. The banks can also be seen as a metaphor for the bi-cultural way that Community Waikato work - each side is of equal importance, working together in shaping the flow of the river.

The logo mark uses the C + W letterforms from Community Waikato create the two banks that guide the central river. These two banks help to shape, support and encourage the rivers path and direction. The mark can also be read as an as an identifier; it can be seen as a fingerprint or a landscape topical view - a nod to the wide geographical region Community Waikato supports.



He piko he kaainga
At every bend a village, a community

He piko he maara kai
At every bend a place of sustenance and nourishment

The river analogy finds its grounding in the well-known Waikato whakatauki, "He piko he Taniwha, Waikato taniwha rau". Our new tagline extends this whakatauki to incorporate the organisations that Community Waikato support, and the nourishment that comes from this ongoing relationship.



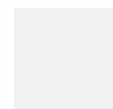
Forest Green
R0 | G110 | B98
515d40
64 | 45 | 77 | 3



Vibrant Teal
R137 | G222 | B206
89DECE
42 | 0 | 25 | 0



Sunshine Yellow
R250 | G245 | B136
FAF588
4 | 0 | 56 | 0



Soft Grey
R242 | G242 | B242
F2F2F2
4 | 2 | 2 | 0

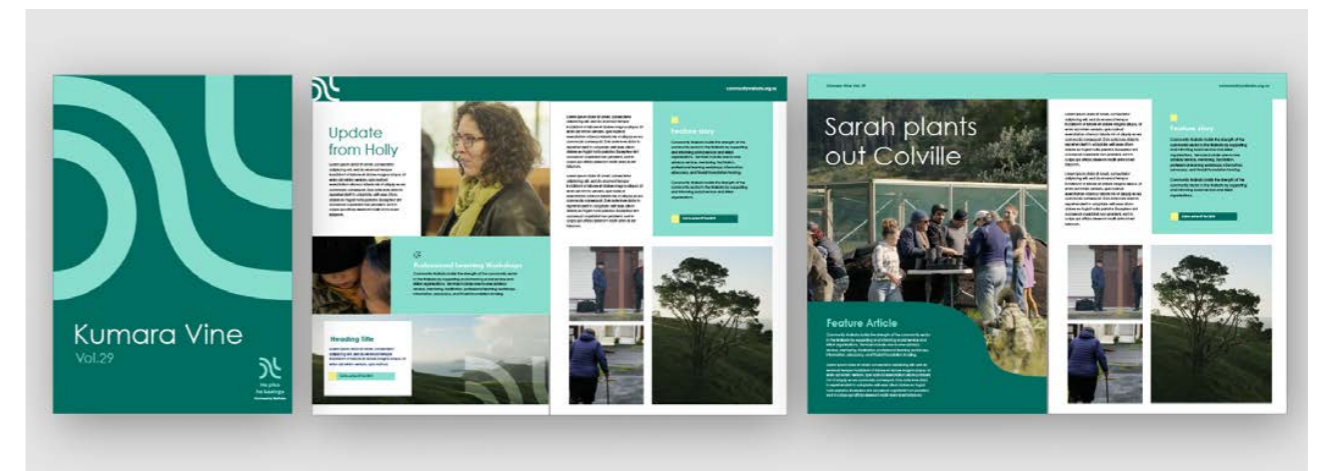
Refreshed colour palette

The new colour palette takes the green from our previous brand design, modernises it, and brings it to the forefront.

The new green emphasis relates directly to the vast, natural expanses that bank either side of the Waikato River. And much like the far-reaching plains, green is used extensively throughout the brand. The palette comes with two tones, a deep, rich forest green and a more vibrant, contemporary teal. The green palette is complemented with a pale, sunshine-yellow that can be used as an accent throughout the new brand.

Design Examples

We want to acknowledge our past staff, board, and the various brand designs we have worked with over the years. They are a big part of our story, our whakapapa. A part of the journey that we have gone on over the years to bring us to this point.



A team is not a group of people

By Karen Stockmann – Community Advisor

What is the difference between a team, a group and just a bunch of people?

Teams are described as having a shared identity; being reliant on one-another; including multiple relationships and having a shared task to achieve. So, if a collection of people does not identify themselves as a unit and others don't either; if they don't depend on each other and there is minimal relationship; and if they don't share a common goal then they're just a bunch!

A team's success is dependent on their ability to work together. So what is teamwork? At its most basic – teamwork is a sense of unity. It is an enthusiasm shared by a group of people to pursue their common interests and responsibilities. It is a bonding agent that brings people together; motivates them to rely on one-another to get things done; and allows the group to overcome obstacles that may have frustrated an individual. Teamwork provides competence, efficiency and great learning opportunities for everyone. Teamwork promotes workplace synergy, the concept that the effect of the whole is greater than the simple sum of the parts. In a nutshell teamwork is when a group of people work together cohesively, towards a common goal, creating a positive working atmosphere, and supporting each other to combine individual strengths to enhance team performance.

The ability to concurrently perform as an individual and together with your colleagues and employees in effective teamwork is a key to achieving growth and success. Teamwork is important and essential in order to achieve the overall aims and goals of an organisation.

A question that resonates with many leaders in the community sector is how do we strengthen and build our teams? This is especially challenging when our focus is often on those we serve and the work we do, and we have limited resources or time to dedicate to developing our teams. So what can we do to mobilise our teams and make a real difference to the way we achieve our purpose?

Over the past several decades, numerous authors have written about the importance of trust as an essential aspect of high performing teams. Patrick Lencioni describes the absence of trust as the foundation of the five common dysfunctions in poorly performing teams. Megan Tschannen-Moran suggests that trust is a glue that holds things together, as well as the lubricant that reduces friction and facilitates smooth operation.

In his book *The Speed of Trust*, Stephen R Covey argues that trust is not some soft, unreal quality that you either have or you don't; but rather trust is practical, demonstrable, an actionable asset that you can create. He suggests that we must learn to interact with others in ways that increase trust and avoid interacting in ways that destroy trust. When there is high trust within an organisation there are

“A team is not a group of people that work together.

A team is a group of people that trust each other”

- Simon Sinek

significant benefits through enhanced growth, greater innovation, better collaboration, stronger partnering, and heightened loyalty.

Building trust means building confidence in your team and one another. No trust, results in suspicion, distrust and ultimately a team that doesn't perform. We may see the impact of the presence or absence of trust in the communication between individuals and within the group. Where there are high levels of trust, you can say the wrong thing to someone, and they are more likely to be forgiving and generous in their reaction. In a relationship with low levels of trust, everything you say leaves room for misinterpretation in the ears and the mind of the receiver and offence may be easily taken.

“Trust is essentially the predictive understanding of another's behaviour. The link between trust and psychological safety is based on my prediction of your behaviour based on your pattern of behaviour. If I can predict that you won't embarrass, punish, or humiliate me when I'm interacting with you and others in a social setting, I'm much more likely to engage, participate, and release my discretionary efforts. If I don't trust that you will keep me safe, that lack of trust will trigger my self-censoring instinct and I'll play it safe and manage my own personal risk.”

- Timothy R. Clark, CEO of LeaderFactor

Through his research, Covey identified thirteen behaviours that are common to high-trust leaders and people throughout the world. All 13 behaviours are a combination of character and competence. Covey says “Character is what we are; competence is what we can do. The reality is that character and competence drive everything else in the organisation.”

Several years ago I made a poster of the 13 Behaviours for my office wall, I cannot recall where the descriptions came from so apologise if the words are not mine. While the title focuses on leaders, fostering these behaviours in all team members (and in the culture of the organisation) can only be positive in my opinion.

The 13 Behaviours of High-Trust Leaders

Character

1. Talk Straight – tell the truth in a way that leaves a person's dignity and your integrity intact. Remember honesty without respect equals brutality. Don't spin the truth or leave false impressions because you care more about avoiding discomfort than acting in someone's best interests.

2. Demonstrate Respect – behave in ways that demonstrate genuine care and concern for others. Don't confuse respect for liking. You don't have to like someone to treat them with kindness, courtesy and with respect for their dignity.

3. Create Transparency – be open and authentic with your agendas, motives and reasons for decisions taken; within the bounds of confidentiality issues, enable people to access truth and information. If people don't understand they will “make it up”, creating hidden or false meanings that work against trust.

4. Right Wrongs – acknowledge your mistakes, apologise when you are wrong and where possible make restitution.

5. Show loyalty – give direct credit to others; acknowledge their contributions. Don't talk about people behind their backs or disclose people's private information. When you have to speak about others, speak as though they were present.

Competence

6. Deliver Results – clarify expectations, goals and accountabilities; follow through on commitments made and accomplish what you have promised to do.

7. Get Better – work to stay relevant, continuously learn and increase your capabilities. Actively seek feedback, act on it and thank people for their feedback.

8. Confront Reality – be prepared to address the 'tough stuff' directly. If you don't, you give tacit permission for unacceptable behaviours to continue or for issues to turn into major problems.

9. Clarify Expectations – be explicit and define expectations in ways that ensure shared clarity and mutual understanding.

10. Practice Accountability – hold yourself accountable and take responsibility for your actions/results; don't make excuses or blame others. Hold others accountable as well; ensure there is real clarity on what they are responsible for.

Character and Competence

11. Listen First – listen to genuinely understand another's thoughts, feeling and experiences before you seek to influence, diagnose or share your perspective. Use listening behaviours such as paraphrasing, clarifying and probing to assist understanding.

12. Keep Commitments – carefully make realistic commitments, then follow through and do what you have said you will do. Keeping commitments is the big badge of integrity in relation to trust behaviours.

13. Extend Trust – demonstrating your belief and trust in people is empowering and inspires more trust. When you withhold trust it tends to create a downward spiral; people don't trust people who don't trust them. Extend trust to others based on the situation, risk and credibility of the people involved.

In conclusion, you build trust and erode trust by the way that you behave. Bear in mind that we are all unique individuals and what strengthens or weakens another's trust in us will be specific to the dynamic and personalities at play in that relationship. Each of us has a 'goodwill' account with people we work alongside. The balance of goodwill in that account can be either positive or negative depending on the nature and impact of our interactions with that person. Everything that we do will either deposit or withdraw from that account of goodwill. Practicing the 13 trust behaviours is one way that we can make deposits into this account. Remember growing your account takes time but withdrawals can happen suddenly.

“The glue that holds all relationships together — including the relationship between the leader and the led — is trust, and trust is based on integrity.”

- Brian Tracy





Community Waikato Workshops 2020

Covid-19 has shaped and continues to shape the way Community Waikato provides its professional development opportunities. We are exploring and refining alternative workshop formats and delivery methods, working with both presenters and participants. We know many organisations are struggling with resource concerns and overextended staff.

Currently we have found Zoom works well for workshops that can be delivered in short informative sessions. Along with reducing the time for workshop sessions we have made the decision to deliver most of our workshops for free via Zoom for the remainder of the year which we hope will help our resource and time short community members. This is with the exception of the workshops: Understanding of the Treaty of Waitangi; Leadership Learning; and the Leadership Master Class which will be delivered face to face providing we are in COVID Level One or below. These workshops require face to face interaction and group work to facilitate the best outcomes. Should we be in level 2 or above these workshops will have to be further postponed.

We all need to adapt and evolve together to this COVID climate and would really appreciate your input into the development of our workshop series 2020 and beyond as we explore other ways of working and presenting workshops. If you have any ideas or requests to share, please email sally@communitywaikato.org.nz

Zoom Workshops

Xero workshop

23 September, 10am to 12.30pm
Free and delivered online

Xero is an online accounting system that provides financial confidence and clarity for small to medium sized business owners and not for profit organisations.

Funding workshops Hamilton

30 September and 25 November, 5.30pm to 7.30pm
Free and delivered online

Look after your finances, learn how to fill out a successful application form, budget for your project, sell your project to the funder, and more.

Face to face Workshops

Understanding the Treaty of Waitangi with Dr Ingrid Huygens

21 October at Hui Te Rangiora Marae, 8.30am to 4.30pm with follow up session 29 October at Community Waikato, 9am to 12.30pm

This workshop is designed as a refresher for staff in small workplaces to enable you to meet your quality standards. It aims to: refresh staff knowledge in light of ongoing advances in understanding Maaori-Paakehaa relationships.

Leadership Learning Programme series with Dr. Maureen Marra and InLeadership

Run over 4 Tuesdays in November - 3,10,17 & 24 November at Community Waikato, 2 hours per day, 10am to 12.00pm

Leadership in Practice Masterclass with Dr Maureen Marra and InLeadership

4, 5 & 6 November, 9am to 3.30pm and re-gather 2 December at Community Waikato, 9.30am to 12.30pm

You will learn how to: become an effective leader in today's world; Understand and positively influence your workplace culture; Create highly effective teams; Maximise employee engagement; enhance your strategic thinking and organisational planning skills; Implement successful organisational change.

Visit www.communitywaikato.org.nz to book your training